J. Update of the audit of the Kenya country office

429. The Executive Director made an oral report on the status of the audit follow-up. She said that she had recently gone to Kenya and met staff and donors. The programme had been on "hold", but there is now good progress. There was a mid-term review in May and an agreement to restructure the programme. She said that the progress report was given orally, but a follow-up audit is scheduled in September 1996, and a written report will be made available to the Board at its first regular session in January 1997.

430. Of the 67 audit recommendations, 36 were finalized and 31 were in various stages of progress. Thirty staff had been separated, 23 were summarily dismissed, 5 had resigned and 2 contracts not renewed. Files had been turned over to the local authorities for possible criminal prosecution. The situation with two suppliers who had been overpaid by $80,000 had been settled. The three remaining donor reports were completed and donors had been invited to attend the luncheon briefing.

431. A delegation asked to see a written report and have information on the additional checks and balances that had been put into place. The same delegation also asked if other offices had audit investigation reports and which ones and requested a copy of the NGO agreement. Another delegation said that the OIA report should be distributed to the delegations. The Executive Director commented that she would provide an executive summary with specificity. Regarding whether other audits had identified problems, she was unaware of any other reports that came even vaguely close to the level of the Kenya country office audit.

K. Reports on the meetings of the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education and the UNICEF/World Health Organization Joint Committee on Health Policy

432. The Executive Board had before it the reports on the meeting of the UNESCO/UNICEF JCE, held at UNESCO Headquarters on 6 and 7 May (E/ICEF/1996/P/L.63), and on the meeting of the UNICEF/WHO JCHP, held at WHO Headquarters on 15 and 16 May (E/ICEF/1996/P/L.64). They were introduced by the President of the Board (see E/ICEF/1996/CRP.21 for the full text of his remarks).

433. Various delegations stressed the importance of UNESCO and UNICEF working together in the field of basic education, while at the same time calling for stronger and closer collaboration to avoid overlapping or uncoordinated actions. It was underscored that meetings of the joint committee are key to enhancing professional dialogue and continued improvement in the planning and implementation of joint education activities between both organizations.

434. Three specific issues contained in the JCE recommendations were highlighted: (a) the call for stronger school-community partnership and for increased awareness of civil societies of the need to shoulder their responsibility in handling basic education; (b) the thrust towards improved educational statistics and the availability of more reliable information in the education sector in general; and (c) the importance of ensuring a sound educational component within emergency situations, an often overlooked aspect in the handling of such situations. It was strongly recommended that UNESCO and UNICEF ensure that intensive consultation are held with countries for both the definition and implementation of these and other joint activities. The need to go beyond general issues and to specify the linkages between JCE and

education reform process at the country level was mentioned. (See the annex, decision 1996/23, for the text of the decision adopted by the Executive Board.)

435. Participants underscored the problem of the late arrival of the documentation which, they said, impeded a thorough study and analysis of both the JCE and the JCHP reports. Therefore, following the request of various delegations, it was agreed to revisit such reports at the third regular session in September.

436. Four delegations commented on the JCHP report, all stressing the importance of maintaining an effective relationship between UNICEF and WHO. One delegation stressed in particular the complementarity of the UNICEF and WHO missions, and recommended that relations between the two agencies at the technical level could be further strengthened with the establishment of the consolidated Health Section at UNICEF headquarters.

437. All delegations referred to the importance of the JCHP process, but two speakers questioned how the UNICEF Executive Board could best address the issues raised in the meetings of joint committees, and it was agreed that this topic would be discussed at the upcoming September Board session.

438. One delegation also raised the issue of the need for a more optimal United Nations response to coordinating health action, with the involvement of the World Bank and UNFPA as important partners with UNICEF and WHO. Another speaker expressed the view that the report was not sufficiently forward-looking, along the lines of the recently-approved UNICEF health strategy. One delegation highlighted the section on women's health and lessons learned as important features of the report. Two delegations expressed concern about the low level of progress on maternal and reproductive health. One of those delegations said that, in looking at the successes and failures of the past, there should be a sense of urgency about moving forward to reach the goals through continued collaborative efforts between UNICEF and WHO. The same delegation also emphasized the need to reach a practical MOU between UNICEF and WHO on emergencies in order to clarify roles and to enable each agency to reach its full potential in these situations.

439. The secretariat welcomed and noted the views of the Executive Board and reiterated that this first JCHP meeting for the new Executive Director had been extremely productive in consolidating a close relationship between the two agencies. It felt that a focus on both effective district health systems and a more integrated approach to the health of children and women were well in line with the new UNICEF health strategy. It confirmed its readiness to discuss at the next session the question raised as to how issues from joint committees should be addressed by the Executive Board. (See the annex, decision 1996/24, for the text of the decision adopted by the Executive Board.)

L. Report of the Working Group on Documentation

440. The "Interim report of the Working Group on Documentation" (E/ICEF/1996/17) was introduced by the delegate of France who represents the French linguistic group in the Western Group. He reported that the working group had expended considerable effort over the past few months dealing primarily with the length of documents, the time-frame for their submission to the United Nations Office of Conference and Support Services and the prerequisites for the electronic transfer of documents to delegations. The working group had agreed that the secretariats concerned (UNDP/UNFPA and UNICEF) should reduce document lengths to the page limits set by the General Assembly, i.e., 24 or 36 pages.

441. Speaking on behalf of his delegation, he suggested that the consideration of lengthy documents which would not be available in all languages within the six-week rule could be postponed to a later session of the Board. He called for documentation to be more precise, concise and analytical, pointing to the possibility of putting detailed statistics in addenda to the main document. While beyond the mandate of the working group, he stated that it would be useful for the Board to reorganize its work schedule to enable the secretariat to better prepare the documentation in a timely fashion. Finally, he suggested that the secretariat could assist countries lacking the resources to receive documents electronically by using its field office network to transmit documents to Board member capitals.

442. Another delegation was of the view that the Board should reduce the overall amount of documentation. The Board should systematically examine the documents requested and scheduled to assess whether all were necessary and which could be combined. He stated that this could be addressed by the working group on Board/secretariat relations. Regarding the simultaneous distribution in all languages, he saw no reason to wait for all language versions to be able to receive available copies. He pointed out that the electronic transfer of documentation does not require very costly investment.

443. One delegation commended UNICEF for an excellent record, while maintaining that there was still room for improvement. While fully aware of the importance of the simultaneous distribution of documents, none the less he underscored the need to retain some flexibility regarding the circulation of advance copies where unavoidable, and of the major documents as soon as possible in the three working languages.

444. A fourth delegation acknowledged the secretariat's efforts to expedite the simultaneous distribution of documents and reiterated her delegations' concern that even if electronic transmission to her capital were made possible through UNICEF, it would be useless if not in language versions.

445. The Secretary of the Board read out the decision on this agenda item recently adopted by the UNDP Executive Board which encouraged the working group to finalize its work and submit recommendations to the third regular session in September. (See the annex, decision 1996/25, for the text of the decision adopted by the Executive Board.)

M. Presentation of the 1996 UNICEF Maurice Pate Award

446. The President and the Executive Director made brief statements congratulating the Centre régional pour le développement et la santé (CREDESA) (Regional Centre for Health and Development) of Benin on its selection as winner of the 1996 UNICEF Maurice Pate Award. Professor Alinouhou accepted the award on behalf of CREDESA.

N. Other matters

Board members field visit

447. The report on the field visits of Executive Board members to Kazakstan and Kyrgyzstan from 20 April to 3 May 1996 (E/ICEF/1996/CRP.23) was introduced by the team leader and Vice-Chairman of the Board, who concentrated on the four major groups of problems: (a) the nature of UNICEF programme interventions in the two countries; (b) inter-agency coordination and

cooperation; (c) area-wide organization, structure, personnel and administration; and (d) budget issues.

448. He said that during the field trip, the team gained very useful insight into the work of UNICEF. The extensive and excellent programme put together by the UNICEF staff in the area office and sub-offices, with many project visits and dialogue with local authorities at all levels, gave the team a good opportunity to get a closer look at what is happening in these two countries. In that context, the mission team expressed its appreciation to all involved in the preparations of the field visits - officials at both government and local levels from the two countries visited and the UNICEF staff at headquarters and in the Central Asian Republics and Kazakstan (CARK) Area Office.

449. The speaker noted that after having two-year "bridging" programmes covering the period 1993-1994 for all five CARK countries, UNICEF developed and the Executive Board approved in 1995 full-pledged five-year country programmes for the area which reflected all the major needs of children in these countries.

450. In light of the above, the presence of UNICEF seems legitimate for the time being during the period of transition. Programmes meet Government priorities and, to a large extent, assistance goes to the most needy groups and regions. Central and local authorities seem to understand their situation very well and appreciate the work of UNICEF.

451. The 1995-1999 programmes for the CARK countries were shaped over the general UNICEF strategy mold of delivery of services, capacity-building, empowerment and advocacy, all implemented within the traditional social sectors of maternal and child health, nutrition, education, and water and sanitation, including an emphasis on the "decade goals". While the bridging programmes were to a large extent, made up of deliveries geared towards emergencies, far more emphasis is now rightly put on capacity-building, empowerment and advocacy.

452. The country programme recommendations (CPRs) for the five CARK countries were presented in 1995 under an area-wide strategy. Given that all five countries share the same political and economic past, including the same social system, and now have to face the same challenges of structural changes as described above, and given the relatively modest resources allocated by UNICEF, it seemed appropriate to build on these similarities in the programming. Although the countries have their own CPRs, the major problems and the programmes geared to these problems link the countries and make the use of funds more efficient: area-wide dissemination of plans for projects and activities; operational trials for projects beginning in one country; training and orientation; open communication between UNICEF offices and national organizations; and the Aral Sea project. The mission team found it easier to understand the argument regarding value added in this area approach and more convincing than the regional approach paper presented to the Board at its second regular session in April which, for good reasons, had to be kept on a very general level and, thus, was unable to be sensitive to local conditions. Possible future CPRs for the CARK countries may have to be more diversified as the specificities of the needs of the countries may develop in different directions.

453. The team noted that two countries have not yet produced country strategy notes. It was also mentioned that the mission team received differing impressions of United Nations coordination under the auspices of UNDP in the two countries.

454. In Kazakstan, regular formal coordination is still at an early stage. However, most agencies have recently moved to the same premises and, therefore, informal coordination is now possible. The UNICEF project office moved from the provisional office in hotel rooms to separate UNICEF facilities in 1994. To the extent that there are significant cost savings, moving to common premises should be considered.

455. In Kyrgyzstan, United Nations coordination under the leadership of the UNDP resident representative seems to be well established and functioning well. United Nations agencies and other donors meet frequently and regularly. Also in Kyrgyzstan, a new civil society is only now emerging. UNICEF plays an active role in support of this development. The country has a rich array of NGOs; as many as 250 organizations have sprung up over the last few years. Not all of them are NGOs in the customary sense of the word, however. Often, the social basis of an organization is unclear or totally absent. UNICEF provides assistance to the "Kyrgyz Children's Fund" which is involved in several advocacy activities for the Convention on the Rights of the Child. UNICEF also assists the organization in the implementation of the Social Policy Information Network, a database which provides information on local and international NGOs and their activities.

456. In Kazakstan UNICEF collaborates with a very powerful NGO, led by the First Lady, which is very efficient in fund-raising.

457. When the mission team arrived in Kazakstan, a certain scepticism existed regarding why the area office had been located outside the area and to what extent it was a rational set-up. The team made the following observations. When the operation was approved in 1993, a large emergency operation for Afghanistan was being run from Islamabad (the present area representative for CARK was at that time also representative to Afghanistan). The area office has a strong group of professionals led by an area representative with a strong programme background.

458. Actually Kazakstan has decided officially to move the capital to Akmola in the centre of the country. However, it is uncertain when it will be necessary for United Nations agencies to move there.

459. The nature and scope of UNICEF activities beyond 1999 in the CARK countries are uncertain. The present set-up in the countries endows the organization with flexibility in such a situation.

460. In spite of the initial scepticism, the team's observations regarding the location of the area office demonstrate that a thorough analysis of the pros and cons would have to be carried out before a decision could be made in the event a relocation of the area office is considered in the future. However, the team felt that the use of an area office model appeared to be a flexible and rational choice in the present situation, which is marked by change and uncertainty.

461. In that context, it was mentioned that area-wide activities should be considered as subregional activities to complement and support the work of the newly established regional office in Geneva.

462. The team stressed the importance of identifying budget-related issues at the country level that should be taken into account as work towards the integration of country offices into the budget and overall United Nations budget harmonization continues.

463. Finally, the speaker discussed issues of planning of Executive Board member field visits. Board members should have an opportunity to familiarize themselves with the work of UNICEF in countries where UNICEF has only recently begun operations. The team recommends that the planning phase of field trips begin well in advance of departure and that participants be involved at an early stage to help in developing the specific terms of reference for the visit. Meetings with the relevant desk officer at headquarters at an early stage could provide useful input into this planning process. It was also found important that the general terms of reference for field trips be used actively to provide guidance to both the team members and the relevant UNICEF offices as to the purpose and nature of the visit to ensure that legitimate expectations are met on both sides. As much relevant information as possible should be provided to the team members prior to departure, including updated organizational charts on UNICEF field offices. Likewise, through UNDP headquarters, information should be sought highlighting other United Nations and related activities in the countries to be visited.

464. The team visiting Kazakstan and Kyrgyzstan was unusually large, comprising 10 members. In spite of the success of the trip, it is recommended that in future, the size of the team should be reduced to 5-6 persons to avoid overburdening the field offices, especially as regards logistics. It is also believed that a smaller team will be able to work in a more informal way to the benefit of the team itself.

465. Briefings and debriefings by the field office constitute an essential input during the field visit and should also be given high priority in future. To facilitate the report writing of future mission teams, it may be considered useful to develop a prototype of the framework for the report and a check-list which could be discussed prior to departure and serve as a flexible tool of reference during the mission.

466. A member of the team supported the report of the team leader and noted that the present area set-up seemed to be very cost-efficient as it permits all five countries to share the knowledge and services of sectoral specialists, something they would be unable to do individually. It was also stressed that the area office plays an important role in the newly created region under the leadership of the regional office which will be responsible for strategic planning and programme development. The division of labour between the two offices needs to be developed. The delegation also expressed appreciation for the efficient organization of the trip by the CARK area office.

467. Another member of the team thanked UNICEF staff both in the field and at headquarters for their assistance in making the trip a success. He noted the high performance and professionalism of the UNICEF staff involved.

468. One delegation said that it was very important that the mission recognized the legitimacy of UNICEF work in these countries as presented in the trip report. He also noted the importance of emphasizing the role of the newly created regional office in supporting not only countries with regular UNICEF programmes, but also all other countries of the region.

469. In expressing appreciation for the report, a speaker from one of the countries that was visited mentioned that the recent visits by the UNICEF Executive Director and members of the Executive Board were very important as they helped them to learn more about the difficult situation of children and the country and the innovative programmes being developed. In this context, it was mentioned that the adoption of the regional approach and establishment of the regional office were important steps in meeting the needs of the

countries of the region. Another speaker discussed budgetary aspects of the visits.

United Nations System-wide Special Initiative for Africa

470. The Deputy Executive Director, Stephen Lewis, made a special presentation on the United Nations System-wide Special Initiative for Africa. He informed delegations that UNICEF, along with some 20 other United Nations agencies, had participated in the meeting of the Steering Committee of the Special Initiative for Africa which was convened on 29 April in Nairobi. This was the first meeting following the official launch on 15 March, and participants were able to review the launch and the status of implementation, clarify several key issues that had arisen since the launch, identify the requirements of a political mobilization strategy, define the next steps for implementation and prepare a status report for the Administrative Committee on Coordination. It was agreed at the 29 and 30 April meeting of the Administrative Committee that the next steps in the process would concentrate on implementation planning, achieving speedy action and early results in several instances, retrofitting relevant existing efforts into the Special Initiative, involving Governments of African countries more actively, funding several efforts and identifying priority countries for implementation.

471. He mentioned that UNICEF is a participant in 7 of the 13 working groups established to oversee implementation which include water, food security, peace-building and conflict resolution, basic education, health, debt relief and partnership innovation, and that he and a representative from UNDP were responsible for overseeing the mobilization of political support. The respective roles of the working groups, their lead agencies and cooperating agencies have been clarified by the Steering Committee. Gender has been established as a cross-cutting issue requiring mainstreaming, and capacity-building has been recognized as an essential component in all sectors. While significant work has already been accomplished in several areas, he said, the working groups are actively pursuing the formulation of implementation strategies in close cooperation with African Governments to ensure that all the strategies reflect their priorities and ownership.

472. Meetings of both the Steering Committee and the Administrative Committee on Coordination have provided strong reaffirmation of United Nations system-wide support for the Special Initiative and a focus on arrangements for ensuring effective and expeditious implementation. The Administrative Committee will carry out its first review of progress in October 1996.

473. The UNICEF approach to the Special Initiative, he continued, recognizes the links to follow-up to the World Summit for Children and arrangements put in place for follow-up to international conferences. UNICEF will play a key role overall since three components - education, health and water - account for almost 90 per cent of the $25 billion in identified costs. Consequently, there will be a need to quantify financial requirements, facilitate resource reallocation and mobilization of additional external resources, and mobilize domestic resources.

474. The Deputy Executive Director acknowledged that the key to the success of the Special Initiative would be mobilizing the support of the entire international community, and to this end the Secretary-General was convening a meeting of donor Governments and donors on 2 July in Geneva so that donor Governments and institutions might discuss the scope and financial implications of the Special Initiative. The Executive Director will represent UNICEF at that meeting.

475. He reported on a meeting in Abidjan in April, which included representatives from UNICEF, the World Bank, WHO, UNESCO and Governments. They reviewed programmes and programming in the education and health sectors. He added that UNICEF country offices have initiated discussions with other United Nations agencies to develop modalities for the operationalization of the Special Initiative at the country level. In that connection, planning, implementation and monitoring mechanisms are being developed which will take place within the context of the sectoral investment programmes. The Special Initiative has also been a focal point of regional representatives' meetings which identified key actions to operationalize the Initiative. In conclusion, he said that UNICEF has been participating in regional and subregional meetings of United Nations agencies with Governments to define more precisely the modalities for detailed country-level follow-up.

476. Several Board members expressed concern that there had already been many initiatives for Africa and that the activities of the Special Initiative should have been incorporated into existing initiatives. Particular reference was made to the United Nations New Agenda for the Development of Africa (NADAF), which was ready a very comprehensive development programme. It appeared that the Special Initiative was going to replace NADAF when, instead, it should be placed in the context of the total efforts of African Governments, and efforts to mobilize resources for basic social services under the 20/20 initiative. The results of the Oslo meeting on the 20/20 initiative should also be reflected in the Special Initiative.

477. In response, the Deputy Executive Director said that when the System-wide Special Initiative for Africa was launched, the Secretary-General indicated that the context was NADAF and that the Special Initiative was not meant to usurp the principles of NADAF nor the work that had been done with that successor United Nations programme for Africa. Although NADAF was constantly referred to, and although it was seen as a general context, the Special Initiative for Africa was, in fact, taking over as the priority focus. In a sense, NADAF was being referred to in an obligatory way, but the components of the Special Initiative are the components on which the African Governments and the agencies seem to be focusing. The Deputy Executive Director concurred with the remarks on the 20/20 initiative. There seemed to be general agreement that this was an important initiative, which had benefited greatly from the experience at the Norway conference.

478. One delegation was encouraged by reports that there was close coordination among the principal potential partners in terms of resources, areas of support and the mobilization of the target populations. In this way, the beneficiaries had a feeling of ownership of the programmes that most affected them. He suggested that the countries involved should be encouraged to continue to identify the areas of priority.

479. The Deputy Executive Director replied that in terms of Africa's ownership of the Special Initiative, it had been suggested by some African ministers and Governments that they wanted to claim a stronger ownership by virtue of being much more directly involved in all planning at the country level, which everyone agreed was appropriate. There are global discussions of this matter by the Administrative Committee on Coordination. He also indicated that there were regional discussions among the agencies and within agencies, as well as very careful country-by-country discussions to examine the areas of priorities and the modalities of implementation.

480. While one Board member commented that his Government has advocated greater resources for Africa, he had some difficulty in seeing how the Special Initiative would mobilize additional resources. Thus, he said, it must have

some other implications if it is to be successful, such as a better cost to benefits ratio. He said that perhaps there would be a more coherent strategy drawn up by multilateral and bilateral donors with recipient Governments and regional organizations so that the resources could be put to more effective use.

481. On the question of additional resources, the Deputy Executive Director replied that at the time of the launch, the President of the World Bank said that, at best, he could see 20 per cent additionality. It seemed generally to be accepted that this was more about the reallocation or redirection of existing monies, or monies which the Bank would mobilize from anticipated resources. It was hoped that the quality of the application of those resources would be improved because there would be more effective coordinated among United Nations agencies themselves and with the bilateral donors. He also pointed out that this was the first time that the United Nations family had ever joined in so concerted an effort around Africa in a coordinated sense. It was certainly the first time that international financial institutions were so closely integrated into an effort of the United Nations family.

Draft provisional agenda for the third regular session in September

482. The Secretary of the Executive Board reviewed the draft provisional agenda for the third regular session in September, which was based on decision 1995/38 (E/ICEF/1995/9/Rev.1) and requests from Board members since the third regular session of 1995.

483. He drew attention to agenda item 3 on proposals for UNICEF cooperation and programme reviews, recalling that as decided at the first regular session in 1995 (decision 1995/8), Board approval of final CPRs would be on a "no objection" basis. Any Board member wishing to bring a particular country programme before the Board for discussion was required to inform the secretariat in writing before the meeting. The Bureau had agreed that 12 September would be the cut-off date for the submission of such requests. The Executive Director added that the date of 12 September was as close to the session as possible, but urged delegations to submit their requests earlier to enable the secretariat to prepare as complete a response as possible.

484. With regard to agenda item 12 on follow-up to decisions taken by the Economic and Social Council, he reminded delegations that the Council would still be in session beyond the deadline for the submission of documents to the United Nations for processing. Therefore, it was proposed that consideration of this agenda item be postponed to the first regular session in 1997. It was so decided.

485. The Secretary of the Board said that there would be an informal meeting on HIV/AIDS activities of UNICEF with the participation of UNAIDS and other partners. He also announced the dates of other meetings: 27 June on relations between the Board and the secretariat; and a pre-session briefing for the third regular session on 4 September. The date for the joint informal meeting on the harmonization of budget presentations would be announced later.

O. Concluding remarks by the Executive Director and the President of the Board

486. The Executive Director said that during the session, the Executive Board had covered a lot of ground during the substantive debates, and still managed to finish ahead of schedule. The Board had commemorated the fiftieth anniversary with a thought-provoking and entertaining programme (see

paragraphs 491-496 below), had recognized the achievements of an NGO partner in Africa in presenting the 1996 UNICEF Maurice Pate Award to CREDESA and had remembered the late James Grant, in dedicating the plaza outside UNICEF House in his name. The Board had also taken a number of decisions that would be critical for the future work of UNICEF. Especially important was the MTP, which would be a flexible framework for supporting UNICEF programmes. The wide-ranging exchange of views on the strategy for children in need of special protection measures would help to guide implementation of the strategy. The Convention on the Rights of the Child would guide those actions, as it was the best guarantee of child protection.

487. She spoke of the staff in country offices around the world who often work under difficult and even dangerous conditions, and the tradition of recognizing certain outstanding efforts at the annual session. In this connection, she announced that the 1996 Staff Award was presented to the Staff Association of the UNICEF Burundi office for its efforts to build and maintain a secure and positive work environment under the very difficult and complex circumstances in that country. The Executive Director said that the Staff Association had worked effectively and actively with management to ensure that staff security remained a major consideration in planning all activities. It had worked hard to maintain staff cohesion and morale, especially in times of acute crisis, by building team spirit and solid support structures to help staff cope with crises. It had helped to obtain very positive results in complex, stressful and difficult circumstances.

488. The Executive Director thanked several individuals for their contributions to the Board and the support they have provided her in the last year. Ms. Mitra Vasisht of India, who had been until recently a Vice-President of the Board, had left Government service to join UNFPA. In addition, Mr. Jan Top Christensen of Denmark, currently a Vice-President, was returning to Copenhagen to join the Danish Foreign Ministry. Mr. Lennarth Hjelmaker, who had served as Vice-President last year, had been appointed Sweden's Ambassador to Zimbabwe. She thanked them for their active participation in the Board and wished them well in their new positions. She also congratulated Mr. François Rémy, head of the French Committee for UNICEF, on his retirement, and expressed condolences to the Swiss delegation on the death of Dr. Hans Conzett, founder of the Swiss Committee for UNICEF.

489. Finally, she paid tribute to Mr. Kul Gautam, Director of the Programme Division, who was taking a year-long study and sabbatical leave. Mr. Gautam had held his current position since 1993, and for the last year, had served as Acting Deputy Executive Director for Programmes and led the Structure of Accountability project team. Following his study leave, he would return to UNICEF ready to meet new challenges.

490. The President said that the session had been marked by a number of significant events, including the commemoration of the fiftieth anniversary of UNICEF, the celebration of the Day of the African Child and the dedication of the James Grant Plaza outside UNICEF House. All were expressions of the appreciation and strong support UNICEF received from national and local Governments, NGOs and the public at large. The Board had adopted a number of important decisions, including those on the MTP, children in need of special protection measures and the conceptual framework for UNICEF emergency interventions. He hoped that all the decisions would further strengthen the capacity of UNICEF to respond to children's needs. The session also had demonstrated the spirit of dialogue and close cooperation between the secretariat and the Executive Board, as exemplified by the debate on MEP. He said that in awarding the 1996 Staff Award to the UNICEF team in Burundi, the Executive Director had reminded the Board of the hard work and dedication of UNICEF staff around the world.

III. COMMEMORATION OF THE FIFTIETH ANNIVERSARY OF UNICEF

491. A commemoration of the fiftieth anniversary of UNICEF was held in the Trusteeship Council Chamber on Wednesday, 19 June. All members of the Executive Board and observer delegations, representatives of National Committees and NGOs, and senior United Nations officials were invited to attend.

492. In his welcoming remarks, the President of the Executive Board said that the large number of guests, representing many different parts of the UNICEF family, including Governments of developing and industrialized countries, other United Nations agencies, National Committees, NGOs, Goodwill Ambassadors and UNICEF staff, was an indication of how important UNICEF had become to the international community during the last 50 years. The public at large also had been a very valuable alley of UNICEF, offering strong support over the years. Of course, he noted, the most important of all were the tens of thousands of children and women who had benefited from the assistance provided by UNICEF, beginning with children from his own region - Eastern Europe - who had received food and clothing in the aftermath of the Second World War.

493. Today, the mission and scope of UNICEF work had broadened to include not only survival, but also the protection and development of children. Steady progress was being made towards meeting the goals set by the World Summit for Children, and the international community had demonstrated its commitment to children through the near universal ratification of the Convention on the Rights of the Child. But despite that good work and the best of intentions, too many children in both industrialized and developing countries were threatened by malnutrition, disease, illiteracy, exploitation and drug abuse. He asked that as delegations commemorated the founding of UNICEF, they not forget that as members of the UNICEF family, they had a special responsibility towards those children.

494. The Under-Secretary-General for Policy Coordination and Sustainable Development, Mr. Nitin Desai, read a message from the Secretary-General congratulating UNICEF, its Executive Board and National Committees, as well as other members of the UNICEF family for their tireless efforts over the years on behalf of children and women. On 30 September, the Secretary-General would present to the General Assembly a report detailing progress that has been made towards achievement of the goals of the World Summit for Children. Preliminary data suggested that major progress had been made in most countries in every region, although challenges still remained. He was particularly gratified to see that UNICEF had used its anniversary year to take stock and prepare for those challenges. In conclusion, he stated: "No cause is greater than the cause of children. They represent our future and deserve our unwavering commitment. UNICEF embodies that cause and that commitment. On behalf of the entire United Nations system, I offer you heartfelt congratulations on your fiftieth anniversary."

495. Ms. Margaret Catley-Carlson, President of the Population Council, and Mr. Olara Otunna, President of the International Peace Academy, addressed the gathering, preceded by brief introductions by the Executive Director.

496. There was a performance by the Yamaha Junior Original concert. Six children, between the ages of 9 and 17 years, performed their own original compositions on various instruments. The standing ovation plus the bravos echoing from the Trusteeship Council were testimony to the excellence of the children's musical ability. The programme also included an audio-visual presentation that highlighted the work of UNICEF over the last 50 years, and concluded with a reception.

Part four

THIRD REGULAR SESSION OF 1996

Held at United Nations Headquarters from 16 to 19 September 1996

I. ORGANIZATION OF THE SESSION

A. Statements by the President of the Executive Board and the Executive Director

497. In his opening remarks, the President described his recent visit to the UNICEF programmes in the Lao People's Democratic Republic and Cambodia. During the visit, which he made in his capacity as President of the Executive Board, he was accompanied by the Regional Director and the Deputy Regional Director for East Asia and the Pacific. He was able to visit a number of projects and to meet with ministers and government representatives in both countries, as well as with the staff of the UNICEF offices in Vientiane and Phnom Penh. He said that UNICEF had a strong and active presence in the region and worked in close cooperation with national Governments, other United Nations agencies and national and international non-governmental organizations (NGOs) to implement policies and programmes for the protection of mothers and children.

498. At the current session, he said, one of the most important issues before the Board was the approval of 48 country programme recommendations (CPRs). The exercise of discussing country notes in January, followed by full CPRs at the present session, had been extremely valuable. Through this process, the Executive Board had been able to comment on the choice and mix of strategies used in the various country programmes. The Board was aware, of course, that country programmes were the result of detailed negotiations and consultations between UNICEF and the Governments concerned, as well as with donors, United Nations agencies, NGOs and other partners. Delegations could see the result of that hard work in the recommendations, and the fact that they were to be approved on a "no objection" basis was an indication of the Board's appreciation of the complexities of the process. By providing comments on the country notes, however, the Executive Board had been able to have an important input into the process.

499. The Executive Director reported briefly on several important events that had taken place during the summer. These included the World Congress Against Commercial Sexual Exploitation of Children (see paragraphs 605-608 below) and the Children's Mini-Summit on the Anti-war Agenda, which was held in Yaounde, Cameroon, in July, in conjunction with the Organization of African Unity Summit. The mini-summit was organized in part to draw attention to the increasing number of children who were experiencing violence and were affected by war and conflict on a daily basis.

500. The issue of children and war would also be on the agenda of the fifty-first session of the General Assembly, when it would review the Secretary-General's study on the impact of armed conflict of children, prepared by Mrs. Graça Machel (see paras. 602-604 below). UNICEF hoped that the Assembly's debate and action on its recommendations would help to focus the world's attention on the plight of children in war and help Governments to find concrete measures for protecting and rehabilitating them. This would involve not only political will on the part of all parties to conflicts, but also increased resources for education, family reunification and physical and psycho-social rehabilitation. In addition to global advocacy on issues such as land-mines and resource mobilization, UNICEF would continue to focus on its programmes of cooperation in affected countries to implement the Assembly's recommendations on the study.

501. Also on the agenda of the General Assembly was the Secretary-General's report on progress at mid-decade towards the goals set at the World Summit for Children. There would be a special ceremony on 30 September, the sixth anniversary of the World Summit, during which the Secretary-General would review the findings of the report, which showed that there had been major improvements in most countries and regions around the world, with concrete

benefits to millions of children as a result. It also showed that goals, when set in conjunction with national realities and priorities, were a valuable tool for targeting human and financial resources to improve children's lives and well-being. The report indicated the areas where more work needed to be done by the end of the decade, especially reducing maternal mortality and malnutrition. UNICEF would use the country programming process to work with Governments and other United Nations and NGO partners to focus on those areas. (See E/ICEF/1996/CRP.31 for the full text of her remarks.)

B. Adoption of the agenda

502. The agenda of the session, as contained in document E/ICEF/1996/18 and Corr.1, included the following items:

Item 1: Opening of the session: statements by the President of the Executive Board and the Executive Director

Item 2: Adoption of the provisional agenda and timetable and organization of work

Item 3: Proposals for UNICEF cooperation and programme reviews: final CPRs for implementation in 1997

Item 4: Oral report on the United Nations System-wide Special Initiative for Africa

Item 5: International Child Development Centre (ICDC)

Item 6: Outline of the report on the implementation of the health strategy for UNICEF

Item 7: Report on the Management Excellence Programme (MEP)

Item 8: Oral progress report on the audit of the Kenya country office

Item 9: Oral report on the harmonization of budget presentations

Item 10: Oral status report on Greeting Card and related Operations (GCO)

Item 11: Discussion on the allocation of general resources

Item 13: Working Group on Documentation

Item 14: Programme of work for 1997

Item 15: Other matters

Item 16: Concluding remarks by the Executive Director and the President of the Executive Board.

503. It was agreed that item 12, financial matters, would be deferred to the first regular session of 1997.

504. In accordance with rule 50.2 and the annex of the Rules of Procedure, the Assistant Secretary of the Executive Board announced the observer delegations that had submitted credentials for the session and had advised the secretariat of the agenda items in which they had a special interest. They were (with the agenda items indicated, if any, shown in parentheses): Albania; Algeria (all); Argentina (all); Armenia (7,11,12); Australia; Austria (7); Bangladesh (all); Barbados (11); Belarus; Belgium; Benin (all); Bosnia and Herzegovina; Botswana; Costa Rica; Czech Republic; El Salvador; Ethiopia;

Finland; Germany (all); Guatemala; Guinea; Holy See (all); Hungary; Ireland (all); Israel; Kazakstan; Lesotho; Liberia; Lithuania; Luxembourg; Malta (all); Mexico (all); Mongolia (3); Nepal (all); New Zealand (all); Nicaragua (3,11); Nigeria (all); Oman; Panama; Philippines; Poland (all); Republic of Moldova; Rwanda; Senegal (3); Slovakia; Slovenia; South Africa; Spain; Sudan; United Republic of Tanzania (3); Uruguay; Yemen; and Zimbabwe.

505. In addition, Palestine (3) had submitted credentials, as had l'Agence de Cooperation Culturelle et Technique (Agency for Cultural and Technical Cooperation) (1,4,5,13,14); Joint United Nations Programme on HIV/AIDS (4,6); United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Population Fund (UNFPA); World Health Organization (WHO); the Standing Group of National Committees for UNICEF (7); Anglican Consultative Council (3,4,5,6,7,8); International Association of Lions Clubs; International Catholic Child Bureau (1,7); International Confederation of Free Trade Unions (5); International Federation of Red Cross and Red Crescent Societies; International Federation of Settlements and Neighbourhood Centres.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Proposals for UNICEF cooperation and programme reviews: final country programme recommendations implementation in 1997

506. The Executive Board had before it a total of 48 CPRs. The President reminded the Executive Board that the CPRs were divided into two groups. Forty CPRs were presented as addenda to the country notes discussed by the Board at its first regular session of 1996. In accordance with decision 1995/8 (E/ICEF/1995/9/Rev.1), those recommendations were to be approved on a "no objection" basis. Delegations had been advised that if they wanted to comment on any of the CPRs, they should have notified the secretariat in writing by 12 September. Only one member had done so. In accordance with rule 50.1 of the Rules of Procedure, any delegation had the right to participate in the discussion when its own country programme was under consideration.

507. The remaining eight CPRs were mainly "bridging" recommendations for short-duration country programmes or "stand-alone" supplementary funding recommendations. As proposed at the September Bureau meeting, those CPRs would be introduced by the respective regional directors. Delegations had not been required to provide prior notice about addressing them, except for observers wishing to address CPRs other than those of their own country. The Board would approve them individually, in keeping with past practice.

Africa

508. The country programmes for the Comoros, Lesotho, Malawi, Namibia, Sao Tome and Principe, South Africa, the United Republic of Tanzania and Zambia (E/ICEF/1996/P/L.1/Add.1-E/ICEF/1996/P/L.8/Add.1) were approved by the Executive Board without objection. The Regional Director for Eastern and Southern Africa introduced short-duration programmes for Angola and Somalia (E/ICEF/1996/P/L.65 and E/ICEF/1996/P/L.66).

509. A delegation said that the difficult socio-economic situation in Angola was negatively affecting children and women in that country. Increasingly, donors were channelling resources through NGOs from their countries, creating a form of dependency, while the Government was often blamed for not dealing with the socio-economic crisis. The speaker urged UNICEF to consider increasing its general resources allocation to Angola and invited the Executive Director to visit the country in order to see the problems for herself. Another speaker raised questions about the numbers and cost of UNICEF staff in the country, stating that it was necessary to limit staff costs in accordance with current management policies and stringent budgetary measures. Another delegation sought clarification on the linkage between the requested level of supplementary funds for the programme and the UNICEF portion of the consolidated appeal for Angola. The Regional Director replied that these were the same.

510. With regard to the Somalia country programme, a delegation stressed the need for more precise information on actual geographic areas of focus, the ratio between emergency and regular actions, and the staffing situation so as to better ascertain implementation status and operational costs of the programme. The Regional Director agreed and said that the required information was available in the tables in the annex to the CPR.

511. A delegation praised the Burundi country programme for its suitability and thanked UNICEF for its assistance to children in that country. The speaker, however, expressed concern about the impact of the OAU economic sanctions on Burundi's children, which he said had resulted in the suffering of women and children. The speaker said that on 13 September 1996, the

Burundi National Assembly had been re-established and all political parties unbanned. He urged that efforts be made to lift the sanctions so that basic services could be improved. Mr. Stephen Lewis, Deputy Executive Director, said that it was not for UNICEF to pass judgement on the decision taken by OAU member States. However, in accordance with its anti-war agenda and its concern about the impact of the sanctions on children in Burundi, UNICEF, together with other United Nations agencies, recently had made contacts with the Regional Sanctions Committee to request exceptions for humanitarian assistance, which had been granted. UNICEF was in the process of obtaining the appropriate clearances and hoped to monitor closely the utilization of the relief supplies and equipment for which exemptions had been granted.

512. The country programmes for the Central African Republic, Côte d'Ivoire, Gabon, Guinea, Nigeria, Senegal and Togo (E/ICEF/1996/P/L.9/Add.1-E/ICEF/1996/P/L.15/Add.1) were approved by the Executive Board without objection. The Regional Director for West and Central Africa introduced short-duration "bridging" programmes for the Congo, the Gambia and Liberia (E/ICEF/1996/P/L.67-E/ICEF/1996/P/L.69).

513. A number of speakers spoke about the CPR for Liberia. A delegation said that the situation in the country was improving. Another speaker thanked UNICEF for its commitment to children in the war-ravaged country and expressed the hope that the two-year bridging programme would be replaced, in due course, with a normal country programme when peace returned. Other speakers raised questions about the UNICEF perception of the situation in Liberia and the organization's capacity for implementation, as most UNICEF staff had been evacuated because of the war. The same delegations said that the Liberia CPR could have been shorter and more realistic.

514. The Regional Director said that UNICEF was working towards expanding access outside Monrovia, negotiating the reintegration of child soldiers and providing emergency basic services in water supply, health and education in areas to which it had access. UNICEF was undertaking advocacy for the protection of the rights of children and women and seizing the opportunity to re-establish basic services where possible. The two-year bridging programme would be a basis for stronger activities in the future. There were eight international staff members in the country supported by several national staff. UNICEF was monitoring events on a daily basis so that more staff could be deployed as the situation improved.

515. Another speaker expressed support for the Nigeria country programme, but said there were constraints that could affect implementation, particularly the political factors in selecting priority local government areas, as well as the importance of targeting the most disadvantaged children. The speaker stressed the need for stronger collaboration with the Government and other partners in the efforts to eradicate dracunculiasis (guinea worm disease). The Regional Director said that programming decisions were taken in close consultation with authorities at the country level and that UNICEF was working with WHO and other partners towards the eradication of the disease.

The Americas and the Caribbean

516. The country programmes for Argentina, Belize, Chile, Costa Rica, Cuba, the Dominican Republic, El Salvador, Guatemala, Jamaica, Nicaragua, Panama and Uruguay (E/ICEF/1996/P/L.16/Add.1-E/ICEF/1996/P/L.27/Add.1) were approved by the Executive Board without objection. The Regional Director introduced "stand-alone" supplementary funding recommendations for subregional programmes for nutrition and water and sanitation in Central America and Panama and for a subregional programme for the Amazon (E/ICEF/1996/P/L.70).

517. A delegation asked if there already was some indication of donor interest in funding the subregional programmes. The speaker asked why one of the subregional programmes for Central America had country-specific budgetary

allocations while another only had a subregional budget and why the Central American proposals included staffing requirements while the Amazon subregional proposal did not. The decision to include all three subregional recommendations in one document was also questioned, given that the Central American subregion and the Amazon subregion were quite different. Another delegation expressed satisfaction with the cooperation between UNICEF and the Federación de Municipalidades del Istmo Centroamericano (Federation of Central American Municipalities) in the subregional water programme. The speaker indicated his Government's satisfaction with the work of UNICEF in Central America.

518. The Regional Director explained that the Central America micronutrient programme required a separate budget for each country because the interventions were of different nature in each country. She highlighted the donors that had expressed interest in continued funding of the programmes. There were no additional staffing requirements for the Amazon subregional programme as it received technical and operational support from the regional office and staff were already in place in the countries covered by the programme. The Executive Director said that three programmes had been presented in one document to save resources and in keeping with past practice.

519. One speaker, referring to the Nicaragua CPR, indicated her Government's full commitment and support for the programme and stressed the importance of continued support from the donor community.

Asia

520. The country programmes for Malaysia, Mongolia and the Pacific Island countries (E/ICEF/1996/P/L.28/Add.1-E/ICEF/1996/P/L.30/Add.1) were approved by the Executive Board without objection.

521. Two delegations commented on the country programme for Mongolia. One speaker said that Mongolia deserved substantial UNICEF assistance in view of the particular social problems caused by the process of transition to a market economy. The representative of Mongolia emphasized his Government's commitment to protect the vulnerable segments of the population, particularly women and children, and thanked UNICEF for its assistance.

522. The Regional Director introduced a recommendation for a short-duration country programme for the Lao People's Democratic Republic (E/ICEF/1996/P/L.71). One delegation said that implementation of the maternal and child health (MCH) programme, particularly those components financed by one bilateral donor, appeared to be very slow. The speaker expressed reservations about the technical capacity of UNICEF staff to implement such a project and observed that the logical framework was not used in preparing the programme and thus the work plan was unclear. She said that there was a lack of coordination between the two components of the water and sanitation programme and a lack of attention to capacity-building. The Regional Director, citing the expanded programme on immunization as an example, said that in the experience of UNICEF, all projects in this country started slowly. This was due to limited infrastructure and technical capacity, especially at provincial and district levels. Each zone, defined in relation to the population's proximity to service delivery centres, required its own strategy, which had to be developed with local partners. Consequently, it had been found appropriate to develop capacity and systems around implementation of one intervention and later use these for other objectives. MCH was particularly challenging, but it would receive increased attention from UNICEF in the context of all parties working together to build capacity in Government.

523. The country programmes for Bhutan, Nepal and Sri Lanka (E/ICEF/1996/P/L.31/Add.1-E/ICEF/1996/P/L.33/Add.1) were approved by the Executive Board without objection.

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

524. The country programmes for the Republic of Moldova and Turkey (E/ICEF/1996/P/L.34/Add.1 and Corr.1 and E/ICEF/1996/P/L.35/Add.1) were approved by the Executive Board without objection.

525. The delegation of Turkey expressed appreciation for the continued support of UNICEF. The speaker said that Turkey's indicators related to gross national product (GNP) and the welfare of children had improved dramatically in recent years and were, in fact, better than the 1994 figures cited in the CPR. As a result, UNICEF was significantly reducing its overall resource allocations to Turkey from a combined total of over $11,576,000 in general resources (plus $8,023,000 in supplementary funds) to only $4.9 million in general resources plus whatever supplementary funds could be raised. Turkey endorsed the decrease and even looked forward to becoming a net donor to UNICEF in the future. Turkey would consider in future years whether or not to submit further country programmes for funding or whether to rely solely on national resources mobilized through national institutions.

Middle East and North Africa

526. The country programmes for Lebanon, Morocco, Oman, the Sudan and Tunisia (E/ICEF/1996/P/L.36/Add.1-E/ICEF/1996/P/L.40/Add.1) were approved by the Executive Board without objection. The Regional Director introduced a recommendation for a short-duration country programme for Iraq (E/ICEF/1996/P/L.72).

527. One speaker referred to Iraq's high infant and child mortality rates and described the country's current situation as "heart-breaking". He said that since 1993, his country had provided bilateral assistance to Iraq worth $37.5 million in the form of drugs, medical supplies and foodstuffs. His country would continue its assistance and support UNICEF action despite the modesty of means compared to the size of the tragedy in Iraq. Another delegation expressed support for the programme and emphasized the importance of UNICEF interventions in the areas of water supply, nutrition, health and sanitation to help ease the suffering of Iraqi children in the aftermath of the Gulf War. A third delegation expressed support for the country programme and asked about water supply and sanitation in the southern part of the country, which had suffered from destruction during the Gulf War. The Regional Director stated that UNICEF, in collaboration with WHO, supported the water supply and sanitation programmes in northern and southern Iraq. However, water systems in the south were in dire need of spare parts, water purification chemicals and expertise. In 1995, the UNICEF contribution to the programme had helped to provide clean water to nearly 2 million Iraqis.

528. See the annex, decision 1996/29, for the recommendations approved by the Executive Board.

B. Oral report on the United Nations System-wide Special Initiative for Africa

529. The oral report on the United Nations System-wide Initiative on Africa was presented by Mr. Stephen Lewis, Deputy Executive Director. He said that UNICEF had participated in a donor consultation on the Initiative organized by the Secretary-General in Geneva on 2 July; a panel discussion held soon afterwards during the substantive session of the Economic and Social Council in New York on 10 July; and an inter-agency meeting held in Brazzaville, Congo, on 16-17 July at which the health care reform objectives for Africa were agreed upon. He also announced that the next meeting of the Administrative Committee on Coordination was scheduled for 20 September.

530. On the scope and content of the Initiative, he said that there was complementarity between the Initiative and the United Nations New Agenda for Development in Africa (UN-NADAF), which was undergoing a mid-term review by the General Assembly. The Initiative was meant to provide the impetus for the practical implementation at country level of specific objectives and priority areas of UN-NADAF in selected key sectors such as health, education and water. Poverty in Africa was continuing to rise and sustainable development would require more investment in children, lower levels of indebtedness and less inequality. UNICEF was taking the lead in helping Governments to prepare their health reform programmes along the lines of the Bamako Initiative and other sectoral investment programmes to enable practical implementation of the Initiative.

531. Progress was being made by the United Nations system to develop and implement sectoral programmes in Botswana, Ethiopia, Ghana, Madagascar, Malawi, Mozambique, Uganda and Zambia. UNICEF also was supporting a special study of the water and sanitation sector in Africa through the All Africa Professional Working Group in support of household water security. A multidisciplinary task force has been established at New York headquarters to support country offices in implementing the Initiative.

532. Regarding resources for the Initiative, he referred to the contributions of $22.6 million and $10.7 million from the Governments of Norway and Canada, respectively, in support of girls' education in 21 African countries. Collaboration with the World Bank and UNESCO was ongoing to identify the first five countries for education sector investment programmes.

533. Delegations welcomed the practical manner in which UNICEF is approaching the Initiative. Some delegations suggested that the strong commitment and experience of UNICEF should be reflected in the allocation of its general resources and programmes, especially in the areas of health and education. They urged UNICEF to reinforce collaboration with other United Nations agencies and with the Bretton Woods institutions with a view to defining a common implementation framework for the Initiative. Other delegations expressed appreciation for the focus on 5 programme areas out of the 20 covered by the Initiative and called on UNICEF to use its vast experience in social sector programming to show concrete examples of successful programmes, for example, through the Bamako Initiative.

534. One delegation said that the element of evaluation was missing from the presentation and wanted to know how cooperation with other United Nations agencies was evolving. Another delegation said that the priorities of the Initiative were broadly stated and, therefore, should be implemented to make a difference. One speaker said that the Initiative could make a contribution to sustainable development in Africa and recommended that efforts be made to ensure Africa's ownership. In this connection, one delegation stated that most African countries were not clear on the scope and content of the Initiative and asked whether or not new resources would be provided. Another speaker indicated that sectoral investment strategies were crucial to the development process in Africa and suggested that they should be used to build upon Governments' own initiatives.

535. One delegation called for the redistribution of available resources and cautioned against creating expectations of new resources. The same speaker called for more effective coordination among participating agencies. Another speaker wanted to know how the inter-agency meeting on health in Brazzaville was connected to the World Bank's health assistance programme for Africa and whether it was a joint effort between the World Bank, WHO, UNICEF and bilateral agencies, as was the case in Zambia, and whether the same type of collaboration was envisaged for Mozambique.

536. Responding to the comment on evaluations, the Deputy Executive Director agreed that his oral report was not meant as an evaluation of the progress of

the Initiative to date. He clarified that appropriate mechanisms would be put in place to monitor and report on the Initiative as it progressed. Regarding financing, he said that except for an estimated 20 per cent of the $25 billion in new money for the 10-year time-frame, the Initiative was never meant to release additional amounts of money. Regarding the World Bank, he stated that while he was sure of the Bank's commitment to the Initiative, he was not sure of the level of additional financing from the Bank. He noted, however, that the World Bank currently provided $3.5 billion annually to the social sectors of developing countries, Africa included, and planned to provide approximately $5 billion annually in the near future. He also pointed out that Mozambique received coordinated support from donors.

C. International Child Development Centre

537. The Executive Board had before it a progress report and proposal for ICDC activities for 1997-1999 (E/ICEF/1996/20). The report was introduced by the Deputy Executive Director, Mr. Stephen Lewis. Many delegations expressed satisfaction with the report, the progress of activities to date and the planned activities for 1997-1999.

538. One speaker said that the report was not clear as to the connection between ICDC and the MEP. Also, because the Centre's activities were based on a global framework, the document should have referred to the Programme Division and the Division of Communications. The report mentioned links with NGOs and National Committees for UNICEF in paragraph 33 but not links with UNICEF divisions. The Director of ICDC agreed that there should be improved coordination between ICDC and the rest of UNICEF. ICDC was now an integral part of the newly revitalized Programme Group, together with the Programme Division; the Office of Evaluation, Policy and Planning; and the Office of Emergency Programmes. The members of the group would be in regular and substantive contact with each other and with field offices in order to learn from country programme experiences. The Deputy Executive Director added that interaction between ICDC and the Division of Communication would be addressed in the communication strategy to be presented to the Executive Board in 1997.

539. Another speaker noted the cooperation between the Centre and the Committee on the Rights of the Child and suggested that this cooperation should continue. Several speakers suggested that the Centre should take a lead role in disseminating information on the Convention on the Rights of the Child.

540. Numerous speakers praised the Government of Italy for its ongoing support of the Centre, as well as the Government of Sweden, the Italian Committee for UNICEF and the World Bank for their financial support for specific projects. Speakers invited others to join the present donors in exploring and financing the full potential of the Centre. One delegation said that the report did not address the Centre's financial situation and that more advocacy was required by UNICEF to meet the Centre's financial needs.

541. A speaker said that while the proposals and lines of action for the years ahead should be supported, after eight years the Centre still did not have a clear identity. It was unclear whether it was a clearing-house or a research think-tank. The paper made a good start in addressing the identity issue, but should address how ICDC could be orientated more towards the mission of UNICEF and become a knowledge base for capacity-building. The Director replied that training would be a major component of the Centre's work and that it would not take place in the traditional mode but be problem-oriented and more reflective of state-of-the-art programming.

542. Several speakers suggested that the issue of child sexual exploitation should be incorporated into the Centre's major areas of research. A delegation suggested that "technogetic" catastrophes be another area of

concentration, not only in terms of medical and social assistance but also psychological assistance. One speaker asked about the criteria for selection of topics for concentration. Another speaker said that research should not be confined to researchers or institutions in industrialized countries, but should also include those from developing countries.

543. A number of speakers said that the Centre's work should be better disseminated. The Director said that the Centre would be using modern electronic methods to facilitate and expand the exchange of programme information and its timely dissemination. Greater dissemination via modern communication channels would be undertaken, as well as the production of more "reader-friendly" versions of research. Many delegations said that the Centre should draw more upon information from UNICEF field experiences and translate that information into useful research products. Several speakers suggested that the Centre should become the institutional memory of UNICEF. A delegation said that the Centre's work should be published in the six official languages of the United Nations.

544. In response to a query on cooperation with other international institutions, the Director said that he had made several such contacts and agreed that they should be developed further. He agreed that the Centre must be at the forefront of addressing such issues as child sexual exploitation and child abuse. In reply to a statement about the Centre's identity, he said that one of its aspects was to serve as a place where there is the freedom to reflect and analyse UNICEF programming experiences. (See the annex, decision 1996/30, for the text of the decision adopted by the Executive Board.)

D. Outline of the report on the implementation of the health strategy for UNICEF

545. The Chief of the UNICEF Health Section introduced the outline of the report on the implementation of the UNICEF health strategy (E/ICEF/1996/19). He emphasized that a detailed report on implementation of the strategy would be submitted to the Executive Board in its first regular session of 1997.

546. Many delegations expressed satisfaction with both the outline and the presentation. They expressed support for the guiding principles of the new health strategy: (a) equity of access to quality health services; (b) better integration of specific strategies in health promotion, essential health services and health monitoring; (c) focus on national capacity-building; (d) development of partnerships; and (e) country specificity. Speakers also welcomed the emerging priorities for UNICEF, i.e., women's and youth health and HIV/AIDS. Some delegations stressed that women's health should be considered in its broad sense and not be restricted to reproductive health. Delegations encouraged UNICEF to provide continuous support to the monitoring of the goals of the World Summit for Children as well as to the implementation of the recommendations of the International Conference on Population and Development and the Fourth World Conference on Women, by mobilizing financial and human resources.

547. While supporting the new emphasis on a better integration of specific health strategies with a more precise multisectoral approach to health, some delegations said that this should be within the context of the World Summit goals. In addition, continued UNICEF support to community participation approaches, in particular to the Bamako Initiative, was considered very important. Delegations agreed that UNICEF would need to broaden the capacity of both its staff and of health and non-health partners beyond health issues stricto sensu in order for them to take up the challenges of the new health strategy. All delegations supported the UNICEF aim to develop effective partnerships, saying that these should include bilateral development agencies, such institutions as the International Vaccine Institute in Seoul, Republic of Korea, international professional associations and universities. The

secretariat emphasized that UNICEF was already a very active partner in the process of renewing the "health for all" concept.

548. Many delegations underlined the need for clarification of the respective roles of headquarters, country and regional offices in the light of the new strategy and the management excellence reforms, saying that the overall role of UNICEF in health was as a catalyst for broad action in the context of the strategy. All delegations welcomed the emphasis on country programming and the need for the plan to be adapted to country-specific situations and national health policies. Several speakers, however, expressed some concerns about the development of country typologies and stressed the need for better appraisal of lessons learned and experience exchanges between countries. The secretariat was asked to elaborate further on the various mechanisms to be set up in order to implement and monitor the health strategy, and delegations said that these should be the result of broad consultation both inside and outside UNICEF.

549. The Deputy Executive Director of UNFPA also addressed the Executive Board under this agenda item. He said that in a recent decision (96/38), the UNDP/UNFPA Executive Board had requested its President to ascertain the views of the WHO and UNICEF Executive Boards on the possible membership of the UNDP/UNFPA Board in the UNICEF/WHO Joint Committee on Health Policy (JCHP). The decision also requested that appropriate action be taken to allow the UNFPA secretariat to participate in the January 1997 JCHP meeting as an observer. After a brief discussion, during which the Executive Director stated that the next JCHP meeting would not take place in January 1997, but later in the year, the Board agreed to discuss the issue at its first regular session of 1997. (See the annex, decision 1996/31, for the text of the decision adopted by the Executive Board.)

E. Report on the Management Excellence Programme

550. The Executive Board had before it a progress report on the MEP (E/ICEF/1996/AB/L.13), which was introduced by the Executive Director. The report focused specifically on recommendations on the roles of country, regional and headquarters offices and on responsibility for managing relations with National Committees for UNICEF. The Executive Director said that headquarters would continue to provide decisive leadership, while relinquishing some functions that could be carried out more efficiently by regional and country offices. New York headquarters would focus on areas that were appropriately the role of headquarters, while regional management teams (RMTs), led by regional directors, would take on clearly defined responsibilities for oversight of performance of regional and country offices. The RMT would share responsibility for the quality of UNICEF work in each region.

551. The Executive Director said although the Management Task Force's function and budget would end in December, the secretariat would continue to manage the reform programme as part of the functions of the Executive Office, within existing resources and overall approved budgets during 1997. UNICEF was committed to sustaining the very encouraging progress made in the past 18 months. Given documentation deadlines, she proposed that the next MEP paper, to be presented at the first regular session of 1997 in January, contain immediate budgetary and organizational adjustments, and that progress made in the last three months of 1996 be reported on in her opening statement at the session.

552. Several delegations expressed appreciation for the detailed information found in the report, including the table reporting on action taken to date on the recommendations made by Booz•Allen & Hamilton. Many speakers supported the reform process and the secretariat's incremental approach, and expressed confidence in the capacity of the secretariat to implement the proposed

changes. Speakers highlighted the significant advances made to date, including the streamlining of headquarters and increased cost-efficiency. Several speakers welcomed the focus on country offices and supported the proposed roles for headquarters, regions and country offices, and also endorsed the focus of headquarters on more strategic and analytical functions. One speaker endorsed the principle of subsidiarity, making decisions closest to the point of action, as sound management practice.

553. One delegation requested a series of organigrams for headquarters, regional and country offices that would clearly show the structure of accountability and suggested that an "integrated accountability framework" be considered by the Executive Board. The speaker also stressed the need for more emphasis on monitoring and evaluation, strategic planning, financial resource management systems, human resources, the code of conduct and oversight functions. This speaker requested that the Executive Board have a comprehensive discussion on the role and functions of the Office of Evaluation, Policy and Planning, with special attention to the overall strategic planning function in UNICEF. Other speakers requested information on how checks and balances would be maintained within the proposed roles for different offices. One delegation expressed strong support for the development of a quality assurance function in UNICEF and asked for information on immediate priorities for quality assurance and how it would relate to functions carried out by the Office. Another speaker stressed the need to strengthen the role of UNICEF country representatives to enable them to act flexibly and efficiently. Several speakers said that area offices were useful and cost-effective and it was asked if area offices would continue to exist under the proposed changes.

554. A delegation said that the experiences of regional offices of other United Nations agencies made it necessary to consider locating UNICEF regional offices at headquarters rather than in regions. Another speaker said that regional directors should not see this as an opportunity to increase their own authority but rather to add value to country programmes. A delegation asked about the future relationship between the Executive Director and RMTs, and between the Executive Director and country representatives. One speaker asked about the capacity of regional offices to perform this new role for so many country offices and raised the subject of increased costs as an issue. Another delegation inquired about efficiency gains of moving some functions to regions. An analysis on the resources required was requested. Some speakers said that proposals on the roles of headquarters, regional and country offices needed to be discussed further before they could confirm their support, and suggested that this agenda item be postponed until the first regular session of 1997.

555. Questions were raised by a few speakers on how the secretariat planned to operationalize the proposals. A few delegations said that they were pleased to note that the implementation of the proposals would be accomplished within existing budget ceilings. Many speakers stressed the need for a strengthened oversight system and good management information systems between office locations to enable headquarters to monitor events in field offices. One delegation asked for an informal presentation on the Programme Manager System (known as "PROMS") at the first regular session of 1997.

556. The Executive Director replied that strengthening regional capacities did not imply increased size or costs, although it might mean redeployment of existing financial and human resources. She emphasized the need to strengthen regions in terms of improving the capacity to carry out functions, including making better use of talent in country offices. She stressed her commitment to ensuring the Board's involvement in the change process and keeping members informed of progress, and urged the Board to allow this process to continue. The proposals before the Board were an attempt to remove compartmentalization and hierarchy by clarifying roles and accountability for headquarters, regional and country offices. The secretariat would be pleased to report at

the annual session of 1997 on an accountability framework and on monitoring and evaluation functions. She was committed to keeping the Board up to date on action taken in relation to the Booz•Allen & Hamilton recommendations and agreed to provide an informal presentation of PROMS at the first regular session of 1997.

557. The Executive Director said that UNICEF had neither the intention nor the resources to create increased bureaucracy. She made the distinction between regional offices and the shared management responsibility of RMTs, which were comprised of all country representatives, staff representatives and led by the regional directors. She confirmed that area offices would continue to exist where appropriate.

558. The proposal that the Geneva office become the focal point for managing relations with National Committees for UNICEF received support from many delegations. A number of speakers expressed appreciation for the participatory process employed to develop the proposals. Several delegations requested that the secretariat reconsider the issue of allowing the establishment of National Committees in countries where there is a country programme of cooperation. A speaker suggested that further study be done on how to ensure a smooth transition between a country programme and the establishment of a National Committee.

559. Two speakers requested further discussion on the definition of key performance indicators. Another speaker supported the use of the indicators and output-oriented targets as useful for strengthening activities and changing the culture to a more outward-oriented approach. Questions were raised by a few delegations on the next steps for moving forward, emphasizing the need for the continued participation and involvement of National Committees in implementation of these proposals. A few speakers questioned the capacity of the Geneva office to carry out this new function and requested specific details on the restructuring of the Geneva office. Other speakers asked about coordination between National Committees and the Geneva office.

560. A representative of the Standing Group of National Committees stated that all 38 National Committees were pleased with the work of the secretariat in developing these proposals and thanked the members of the Executive Board for their contributions to the process. He said that the proposals were a faithful reflection of what had been agreed upon by the National Committees, which were committed to carry out their work based on the recognition agreement and on the principles of autonomy and subsidiarity. Two issues were essential to the success of the proposals: (a) the importance of engaging UNICEF and National Committee personnel in joint efforts when issues of mutual concern were to be addressed, and of the National Committees maintaining and developing existing consultation mechanisms such as the Standing Group and annual meeting for greater effectiveness and coordination; and (b) ensuring that the Geneva office has the necessary competencies and authority.

561. The Executive Director emphasized the need for UNICEF to create a capacity to coordinate globally and manage strategically relations with National Committees. The Geneva office had been identified as a strategic location where UNICEF could enhance relations with National Committees so that they could take on more importance in the overall UNICEF system. (See the annex, decisions 1996/32 and 1996/33 for the texts of the decisions adopted by the Executive Board.)

F. Oral progress report on the audit of the Kenya country office

562. The Executive Director made an oral report on the audit of the Kenya country office. She emphasized that after the recent mid-term review, the Kenya country programme now had far more focus, with only six components and a correspondingly reduced number of projects. The number of staff had been

reduced from 254 in January 1995 to 78 because of changed need and function. As a result of the audit, 23 staff had been summarily dismissed. Their cases had been referred to Kenyan authorities, who had assigned six officers to work on the cases. This demonstrated the seriousness with which they viewed them. The first case was about to go to trial.

563. The Kenya country office had reported that 43 of the 67 audit recommendations had been finalized in their entirety and work was in various stages of progress for the rest. To strengthen internal controls, the office had developed manuals for the guidance of staff in their day-to-day work. The office had been further strengthened with the recruitment of very qualified and experienced staff, including a new operations officer with a strong audit and operations background. A follow-up audit was in progress and the outcome would be presented to the Executive Board at its first regular session of 1997 in a written report.

564. A delegation asked that the written report include information on the internal controls now in place. Another delegation asked for more details of tne general activities of UNICEF internal auditors. The Executive Director introduced the new head of the Office of Internal Audit, Mr. John Parsons, who was recruiting staff to fill some vacancies. The Office had been given an increased budget to permit contracting out and additional training. The auditors would be contributing to the MEP in a significant way. The Executive Director said that she would be pleased to give periodic updates to the Board on the activities of the audit service and, on Kenya, would give examples of the type of controls set out in the manuals which had been developed.

G. Oral report on the harmonization of budget presentations

565. The Comptroller gave an oral progress report on budget harmonization, as requested by the Executive Board in decision 1996/16. The decision specified that the report should include a comparison of budget presentations and of definitions of terms used by UNICEF, UNDP and UNFPA, as well as an indication of steps needed for further harmonization. Subsequently, at both an informal briefing session and at the annual session of the Executive Board, requests were made for the working papers to be sent to members in advance in the three working languages. The secretariat had been able to comply with those requests with the exception of Working Paper 11, which reflected a number of key decisions on harmonization and was agreed on after the cut-off date for translation and transmittal of the papers.

566. The Comptroller identified the specific aspects on which the three agencies had come to an agreement, using the decision and the working papers as a framework. Working Papers 1 and 2, which provided the details and summary, respectively, of the comparison of the 1996-1997 budgets of the three organizations, provided the "road map" for the harmonization exercise. Decision 1996/16 had also requested a comparison of definitions of terms used by the three agencies, but the working group subsequently had decided that a more efficient approach would be to concentrate on developing agreed terms and related definitions, which were provided in Working Paper 7. As the work on harmonization progressed, additional terms and their definitions will be formulated.

567. Working Paper 9 reflected a common format for the resource plan. This aspect of harmonization had been reported on to the annual session of the UNDP/UNFPA Executive Board as well as to the Economic and Social Council. The proposed resource plan has three sections: (a) total resources available to the organization; (b) the use of resources, which represented the backbone of the harmonization effort and classified the activities of each organization under the headings of "programmes", "programme support" and "management and administration of the organization"; and (c) a reconciliation between estimates included under the section on use of resources and estimates included in the budget document.

568. Working Paper 6 set forth the agreed expenditure categories that would be used by the three organizations in the preparation of their 1998-1999 budgets. A list of the types of expenditure items that were to be included under each category was provided. All three organizations were in the process of developing new financial systems and accounting code structures that might result in subsequent changes in the expenditure categories now shown in Working Paper 6. However, the organizations had agreed that any resulting changes would be harmonized to ensure that all three would continue to use identical expenditure categories in future budgets.

569. Four additional aspects of budget harmonization were reflected in Working Paper 11. The first aspect related to the appropriation request; the three agencies had agreed that the budget document would include a common draft appropriation decision - the proposed wording of which was set forth in paragraph 1 of the working paper. The draft decision also reflected the agreed appropriation structure, which was based on the resource plan and was fully comparable among the three organizations.

570. The second aspect was the agreement that the total increase, decrease or variance between the amounts approved for the current biennium and the amounts proposed for the following biennium would be differentiated between changes due to volume and those due to cost. The third aspect dealt with appropriations for the current biennium. It was agreed that unless required by extraordinary circumstances or to meet requests of the Executive Board, appropriations for the current biennium would not be revised. The fourth aspect was common table formats; annexes II and III of Working Paper 11 showed proposed formats for two summary tables intended to support the appropriation request. The tables reflect what the working group considered to be the key information desired by members - estimates by appropriation line, main organizational unit and main expenditure category.

571. Another issue that the organizations had worked on concerned the scope and content of the budget and was related to the inclusion of information related to programme levels in the budget document. The organizations had agreed in principle to include this information in their budgets, but the specific details were still under discussion.

572. The steps needed for further harmonization were:

(a) The treatment of what is referred to as "other resources", reimbursements received for services rendered to third parties and income items;

(b) Post or staffing information to be included in the budget estimates;

(c) The treatment of specific recurrent issues such as identification of changes in post requirements and details on electronic data processing requirements;

(d) The level or degree of detail of estimates to be included in the budget document had yet to be determined. The need to reduce documentation must be weighed against providing members with information they considered adequate to support the budget. One approach might be to limit estimates included in the budget document to the summary level, with detailed information made available on request. The organizations would make proposals in this regard.

573. The related common table formats would be developed following decisions on the above-mentioned areas.

574. From the viewpoint of budget presentation, the last elements to be dealt with included the organization of the budget document and the selection of areas for graphical presentation so as to render the budget document as user-friendly as possible.

575. One additional area of harmonization already under discussion was the methodology to be used in the calculation of costs. "Costs" referred to such items as currency, inflation and various mandated adjustments.

576. The comments made by the Advisory Committee on Administrative and Budgetary Questions on the budgets of the organizations and the comments of the External Auditors on budget formulation had been taken into account by the working group in the discussion of the various harmonization issues. The three organizations were pleased with the progress achieved on harmonization, but hard and intensive work was before the key staff of the three organizations, who were devoting considerable time and effort to make the exercise a success.

577. Most delegations complimented the three agencies on the progress achieved on the harmonization of budget presentations. A delegation expressed satisfaction that a common framework had been agreed upon by the agencies, which can facilitate the comparison of information. The speaker suggested that the agencies could produce comparable ratios in one document. He commended the agencies for producing a common framework despite their differences in programme implementation. He sought clarification on the three main classification of activities (programmes, programme support, and management and administration), specifically in identifying how much of programme resources were spent on evaluation and on global activities. There should be comparability between the previously approved budgets and the proposed budgets using the new budget formats. He also suggested that harmonization could be pursued in other sectors such as personnel. The Comptroller replied that harmonization could possibly take place in other areas.

578. Most delegations were impressed with the working papers. Some of them suggested a follow-up mechanism on harmonization so that the process would continue. One speaker expressed interest in how the agencies would address the issue of the integrated budget with harmonization. The same speaker asked whether the percentages reflected under programme support activities in the resource plan (Working Paper 9, annex I), were indicative of the programme support costs incurred by the agencies. The Comptroller said that the percentages showed that the support costs of the three agencies were within range of each other.

579. One speaker expressed satisfaction with the one-page simplified format of the resource plan table. He said, however, that there would be trade-offs that the Executive Board should be willing to accept in terms of the degree of detail that would be provided in the budget documents. This trade-off would be related to the Board's new strategic approach in the use of information, however.

580. Asked about the date for the review of the issue by the Advisory Committee, the Comptroller said that no specific date had been given yet.

H. Oral status report on Greeting Card and related Operations

581. The Executive Director made an oral report on the external study of UNICEF cards and product sales activities, which was being undertaken by the firm of Coopers and Lybrand Consulting. The objectives of the study were to improve the GCO organizational structure and work processes; streamline the product development process; identify and optimize key markets; determine market priorities and brand management strategies; optimize the breadth and

depth of product lines; and evaluate channel strategies with the aim of improving greeting card and product sales to the private sector.

582. She said that a project steering committee, chaired by Mrs. Karin Sham Poo, Deputy Executive Director, had been formed to oversee the study process. Several National Committees for UNICEF as well as UNICEF staff were members of the committee. Coopers and Lybrand was also consulting with other National Committees and with staff at headquarters and in regional and country offices. Although the study was expected to be completed by the end of 1996, its findings would not be available in time for inclusion in the management excellence report to be submitted to the Board at its first regular session in January 1997. She would again present an oral report at that session.

583. The Executive Director introduced the new Director of GCO, Mr. Rolf Deutekom.

I. Discussion on the allocation of general resources

584. The Executive Board had before it a report on the allocation of general resources (E/ICEF/1996/CRP.30). The Director, Programme Division, in introducing the paper, said that the three basic criteria currently in use (child population, per capita GNP and under-five mortality rate (U5MR)) remained the most widely available, broadly acceptable and best suited to the UNICEF mandate and mission. However, two important modifications were proposed to make the application of the system more consistent and transparent by removing the distortions that had arisen over the years: (a) the weighting of the three basic criteria; and (b) a two-step approach to allocate 96 per cent of general resources. The remaining 4 per cent would be kept as a reserve to promote excellence in performance and to build in flexibility in responding to emerging opportunities. The modified system was intended to be implemented gradually.

585. Many delegations expressed appreciation for the report, which they said was comprehensive, constructive and of high quality. They supported the secretariat's approach of reviewing general resources allocations to make the process more transparent, systematic, universal and flexible.

586. Many speakers supported the three criteria and also expressed support for the principle of giving a higher priority to least developed countries (LDCs) and sub-Saharan Africa, reflecting the Mission Statement's emphasis. Many speakers said that this priority should not lessen support to other countries to achieve the goals of the World Summit for Children. Several speakers cited the principle of the universality of UNICEF. Two delegations said that the proposed modification was too modest and that UNICEF should give higher priority to LDCs and to Africa. One speaker said that by the year 2000, Africa should get 50 per cent of general resources.

587. Several delegations said that the modified system should be implemented as soon as possible. Another delegation said that the implementation of current country programmes should not be distorted and that the adjustment in general resources allocations should start with new CPRs.

588. A few delegations suggested that the discussion should not be limited to general resources, which accounted for only one half of UNICEF programme expenditure. One speaker said that Africa was not doing well in terms of attracting supplementary funds. Another speaker proposed that the availability of supplementary funds should be used as an additional criterion for the allocation of general resources.

589. A speaker said that the document should not be reviewed in terms of the interests of different regional groups. Another speaker said that given the trend of decreasing general resources, the issue was not which countries would

receive more general resources, but which would lose more. A delegation said that not only Africa would benefit from the modification. The secretariat said that the modification process should not be seen as allocating money to Africa that was taken from other developing countries. Every region had countries with decreased and/or increased general resources ceilings.

590. Several delegations asked what was meant by "distortion" of general resources allocations. Another speaker said that the modification was not clear enough and needed clarification. The secretariat said that the data on the three criteria for some countries had not been updated. Some countries had received increased ceilings because of new initiatives or because of increases in global general resources levels; those increases, which should have been reversed, had not been and had become permanent. With the decline in general resources, UNICEF did not decrease the countries' ceilings accordingly. The system was being cleared up gradually.

591. It was suggested that disparities within countries should be considered. Some delegations said that general resources allocations should be linked to the performance and the commitment of Governments, and requested that UNICEF study this qualitative approach. One speaker suggested that the analysis of resource allocations should be done by sectors and target groups. The same speaker expressed concern about the decline of resources for basic health care. Another speaker said that there was no indication of support for global activities with positive impacts on programmes. She suggested that when allocating general resources to a country, the availability of funds from other donors in that country also be considered. A few delegations proposed that UNICEF consider other indicators, including child poverty and the ratio of change in U5MR or GNP. The secretariat said that it was important to reward a Government's performance, but this would be better done on a case-by-case basis, using the reserve. The secretariat had computed resource allocations using the percentage of population having access to health care, the percentage of children reaching five grades of education and the percentage of population with access to water and sanitation, and the calculation had made little difference to the outcome. Furthermore, not all countries had reliable and available data on those indicators. To a suggestion that the weighting of a country's child population be removed, the secretariat said that doing so would result in the two most populous countries absorbing about 60 per cent of all general resources.

592. One delegation said that the correlation of U5MR with the rights of the child was low. Another delegation asked how the new role of UNICEF in promoting the Convention on the Rights of the Child as stated in paragraph 10 of the document was reflected in the new modification. The secretariat responded that the upper age threshold of child population had been adjusted from 16 to 18 years in the revised system. In promoting the Convention, UNICEF would play the role of an advocate in partnership with others. Such actions would not be measured by the amount of money provided.

593. Many delegations urged UNICEF to raise more funds for general resources. While they agreed that LDCs and Africa should get more resources, this should be done by raising more general resources, not by cutting allocations to other developing countries. Another speaker asked how the issue of sustainability had been considered. The secretariat agreed about the importance of increasing funds for general resources and of allocating available resources between different demands in a transparent and systematic manner.

594. Some delegations said that UNICEF could change the general resources planning levels for countries without necessarily modifying the criteria. One delegation, referring to decision 1996/26, which the secretariat had cited as the basis for the assessment, said that the secretariat had rushed too far by modifying the criteria. Many delegations said that the Executive Board should approve any change in the criteria for allocating general resources. The secretariat said that the review had been undertaken partly to respond to the

Board's request to discuss general resources allocation and partly to improve the current system. The discussion was an ongoing process in the secretariat.

595. A few speakers said that UNICEF support was a catalyst for raising local awareness and funds to support social development. In addition, UNICEF country programmes were developed and implemented in cooperation with Governments, and decreasing the current planning levels of country programmes would distort Governments' plans and efforts.

596. Many delegations said that the proposed revision was not simply a modification of the criteria for general resources allocation, but rather a major change in policy and strategy. Many also said that the subject was complicated and required more discussion before any decisions could be made. Several speakers requested an analysis of the implications of reducing minimum programme ceilings to $500,000. The secretariat said that there was no significant change in policy and strategy and that it was working within the framework of the three criteria approved by the Board. There was a need for flexibility in the minimum level for country programmes, depending on the availability of general resources and the overall situation.

597. A few delegations said that the 4 per cent reserve would be too limited to allow sufficient flexibility and suggested a minimum of 10 per cent. The secretariat said that the amount of the reserve could be increased at the Board's request. Some delegations also asked if graduation would mean the cessation of general resources allocations to countries or the end of the UNICEF presence in those countries. A speaker asked why the threshold for graduation had been set at a GNP per capita of $2,895, instead of using the new UNDP index of $4,700. The secretariat said that $2,895 was the threshold currently used by the World Bank to define upper-middle-income countries and that UNICEF graduation criteria also included a U5MR threshold rate of 30 per 1,000 live births. Meeting both criteria simultaneously would be more demanding than the current UNDP graduation criteria. Any decision about graduation would be made in consultation with Governments during preparation of country programmes or mid-term reviews. Graduation did not mean ending the UNICEF presence in a country, but rather a change in the nature of that presence and in the source of funding.

J. Working Group on Documentation

598. The "Report of the Working Group on Documentation" (E/ICEF/1996/21) was introduced by the delegate of France who represents the French linguistic group. He mentioned concerns about the lateness of documents and brought to the attention of the Board the UNDP decision on documentation (96/45 of 13 September 1996). He introduced the draft decision on this agenda item (E/ICEF/1996/CRP.32), citing the main changes to the decision contained in the report. It was, he said, an attempt to harmonize the issue of documentation with that of UNDP, taking into account the special nature of UNICEF.

599. Speakers addressing this subject commended the Working Group on its efforts and supported, in general, the proposal and harmonization in the area of documentation. Several delegations expressed concern about the strict page limits and the need for flexibility with regard to advance copies. It was also felt that the current practice of making documentation available to observers at the same time as Board members should be maintained. (See the annex, decision 1996/35, for the text of the decision adopted by the Executive Board.)

K. Programme of work for 1997

600. Under this agenda item, the Executive Board had before it document E/ICEF/1996/CRP.29. However, the discussion focused on a revised programme of

work for 1997 (E/ICEF/1996/CRP.33/Rev.1) that was submitted for Board approval by an informal working group of interested delegations. One delegation said that the revised programme of work provided an opportunity to improve the efficiency of the Board, noting that one major change was to reduce the second regular session from four days to two while ensuring that there was sufficient time allocated for substantive discussions.

601. Some delegations expressed support for having only three sessions per year, with one speaker wanting to see this instituted in 1998. Several other speakers, however, did not want the number of sessions to be reduced as they valued the opportunity for increased dialogue with the secretariat. The Executive Director said that she looked forward to maintaining an ongoing dialogue with the Board, while also inviting dialogue on a bilateral basis. Following debate on other suggested changes, the Board approved a revised programme of work for 1997. (See the annex, decision 1996/36, for the text of the decision adopted by the Executive Board.)

L. Other matters

Statement by Mrs. Graça Machel

602. Mrs. Graça Machel, the expert appointed by the Secretary-General to prepare a report on the impact of armed conflict on children, addressed the Executive Board to discuss her report. She said that the Secretary-General, the Executive Director, the High Commissioner for Human Rights and the High Commissioner for Refugees would join her when the Third Committee of the General Assembly took up the report on 11 November. In preparing the report, she had made field visits to Angola, Cambodia, Colombia, Lebanon, Rwanda, Sierra Leone, the United Republic of Tanzania, the former Yugoslavia and Zaire, as well as to Northern Ireland. In addition, regional consultations had been hosted by the Governments of Colombia, the Côte D'Ivoire, Egypt, Ethiopia, Italy and the Philippines.

603. The report's main findings and recommendations were clearly consistent with the UNICEF Anti-War Agenda and gave prominence to UNICEF work on behalf of children in emergency situations, as well as in situations of transition and post-conflict reconstruction. The report recognized that Governments bore the primary responsibility to protect children in those situations and to prevent conflicts from taking place. It documented the magnitude of the task and the need for United Nations agencies and civil society to support those efforts. It also distinguished the special role of UNICEF as the United Nations leading advocate for children.

604. She said that by giving visibility to children, the report provided an integrated perspective on human rights and humanitarian concerns and challenged traditional approaches to emergencies. As such, UNICEF and others were called upon to treat children as a distinct and priority concern in all interventions, including monitoring and reporting activities. The report called for a global campaign to stop the recruitment of children as soldiers. It also condemned the use of rape and other forms of gender-based violence and sexual exploitation as a weapon of war and called for its prosecution as a war crime. It proposed preventive measures and appropriate training and programme responses. The report called for an urgent international response to the estimated 30 million people who have been internally displaced as a result of armed conflict and recommended a programme for addressing the problem of land-mines. To ensure effective follow-up, it also recommended the establishment of a Special Representative of the Secretary-General on the Impact of Armed Conflict on Children.

World Congress against Commercial Sexual Exploitation of Children

605. The Executive Director reported briefly on the World Congress against Commercial Sexual Exploitation of Children, held in Stockholm from 27 to 31 August 1996. The Congress was hosted by the Government of Sweden and was co-sponsored by End Child Prostitution in Asian Tourism and the NGO Group for the Convention on the Rights of the Child. A total number of 1,880 participants attend the Congress, comprising 718 government representatives from 120 countries, 100 delegates from United Nations and other intergovernmental agencies, 470 NGO representatives, 47 delegates from youth organizations and the organizing bodies and 540 journalists from all over the world.

606. She said that this mix of people reflected not only the wide reach of the problem of commercial sexual exploitation of children, but also the dynamics of the solutions. Public awareness-raising, mobilization, networking and international cooperation will underpin the future of the work in this field. The nine major themes of the Congress were law reform enforcement; prevention and psycho-social rehabilitation; tourism and child prostitution; the sex exploiter; children and pornography; health; education; the role of the media; and human values.

607. Many UNICEF programmes already were part of the gamut of activities necessary to reduce vulnerability: girl child empowerment programmes, education of child and family, MCH and a wide range of development programmes designed to address the redistribution of wealth and income generation already tackle vulnerability at its roots. Programmes for the rehabilitation of child victims of exploitation and for retraining and reinsertion were also part of the UNICEF arsenal, and support in all those areas to NGO partners had been ongoing for some time. UNICEF follow-up would be part of existing country programmes in various countries.

608. Several delegations expressed support for the Congress and its outcome, and thanked both the Government of Sweden and UNICEF for their contribution to its success. The speakers stressed that the Congress was part of a process in which UNICEF had an important role both within the United Nations system and as a partner of Governments and NGOs in efforts to implement the Agenda for Action adopted by the Congress. The speakers saw UNICEF support in this area as a key component of activities related to child protection measures specified in the Convention on the Rights of the Child. They also endorsed the UNICEF focus on prevention, including a special emphasis on girls' education.

M. Concluding remarks

609. The Executive Director said that one of the most significant accomplishments of the session was the new process for approving CPRs. The secretariat, at headquarters and in country and regional offices, had found the Board's early involvement in the country programming process, through its comments on country notes, to be very positive. The approval of 40 recommendations on a "no objection" basis indicated, she hoped, both the success of the process and the quality of the country programmes. She also thanked the Board for its continued support for the MEP and for the commitment to maintaining its momentum. One of the overall aims of the change process was increased accountability and more efficient use of resources, and the Board's support for the various management teams and the delineation of responsibilities among headquarters, country offices and regional offices would, hopefully, lead to both. In addition, the secretariat had found the discussion on the allocation of general resources to be very useful and looked forward to close consultation with delegations as it developed the revised proposal to be presented to the Board next year.

610. The Executive Director thanked the President for his friendship and support throughout the year. She also thanked the other members of the Bureau, especially John Aggrey of Ghana and Hicham Hamdam of Lebanon, as those two members would be leaving the Board at the end of the year. A number of other delegations would also be leaving - Brazil, Burkina Faso, Canada, France, Romania and the United Kingdom - and she thanked them for their contribution to UNICEF.

611. The President said that the anniversary year had provided the Executive Board with an opportunity not only to assess the achievements of the last 50 years and the challenges that remain, but also to renew a common commitment to children. That commitment was demonstrated by the near-universal ratification of the Convention on the Rights of the Child and the progress made by many countries towards the goals set at the World Summit for Children. Throughout the year, the Board had taken over 30 decisions, affecting many different aspects of UNICEF work. Perhaps the most important was the very first decision taken in January, when the Board adopted the UNICEF Mission Statement, which was already reflected in activities throughout the organization. At the present session, for example, the Board had seen the influence of the Mission Statement in the discussion of the allocation of general resources and in the MEP, with its emphasis on making the best use of available resources to benefit children. The Executive Board was an important part of the UNICEF management team and it appreciated the Executive Director's openness and frankness in informing members about and involving them in the change process.

612. The President thanked all members of the Executive Board for their support and cooperation during the year. This good work had allowed the Board to keep alive one of its most important traditions - the adoption of all decisions by consensus, even those on somewhat sensitive issues. He acknowledged the contribution of the members of the Bureau - Mr. John Aggrey of Ghana, Mr. Dino Beti of Switzerland, Mr. Hicham Hamdam of Lebanon and Mrs. Lyda Aponte de Zacklin of Venezuela, as well as two members who left during the year - Mr. Jan Top Christensen of Denmark and Miss Mitra Vasisht of India. He also thanked the Executive Director and her team, especially the Deputy Executive Directors, the regional directors and the Office of the Secretary of the Executive Board.

Annex

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1996

Number	Title
	First regular session
1996/1.	UNICEF mission statement
1996/2.	UNICEF emergency services: mission and strategies
1996/3.	Follow-up to the Fourth World Conference on Women
1996/4.	Reports to the Executive Board
1996/5.	Documentation
1996/6.	Documents for future Executive Board sessions
	Second regular session
1996/7.	Proposals for UNICEF cooperation and programme reviews
1996/8.	Annual report to the Economic and Social Council
1996/9.	1996 UNICEF Maurice Pate Award
1996/10.	Headquarters and regional offices budget for the biennium 1996-1997
1996/11.	Headquarters and regional offices budget for the biennium 1996-1997
1996/12.	General resources programme budget for the biennium 1996-1997
1996/13.	Supplementary-funded programme budget for the biennium 1996-1997
1996/14.	Additional allocation for the administrative and programme support budget for field offices
1996/15.	UNICEF communication and information programme
1996/16.	Harmonization of budget presentations
1996/17.	Extension of cooperation with Rotary International for polio eradication and extension of the Vaccine Independence Initiative
1996/18.	Commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund
1996/19.	Election of Executive Board representatives to the UNICEF/World Health Organization Joint Committee on Health Policy
1996/20.	Dates of Executive Board sessions

Number	Title
	Annual session
1996/21.	Follow-up to the World Summit for Children
1996/22.	Greeting Card and related Operations work plan and proposed budget for 1996
1996/23.	Report of the UNESCO/UNICEF Joint Committee on Education on its fifth meeting
1996/24.	Report of the UNICEF/WHO Joint Committee on Health Policy on its special session
1996/25.	Working group on documentation
1996/26.	Medium-term plan for the period 1996-1999
1996/27.	Children in need of special protection measures
1996/28.	Conceptual framework for UNICEF emergency interventions
	Third regular session
1996/29.	Proposals for UNICEF cooperation and programme reviews
1996/30.	International Child Development Centre
1996/31.	Outline of an implementation plan for the health strategy
1996/32.	UNICEF: management excellence process
1996/33.	National Committees for UNICEF
1996/34.	Allocation of general resources
1996/35.	Documentation
1996/36.	Programme of work for 1997

First regular session

1996/1. UNICEF mission statement

The Executive Board

Adopts the following statement on the mission of UNICEF, as contained in document E/ICEF/1996/AB/L.2:

THE MISSION OF UNICEF

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realization of the vision of peace and social progress enshrined in the Charter of the United Nations.

First regular session
22 January 1996

1996/2. UNICEF emergency services: mission and strategies

The Executive Board

1. Takes note of the information contained in the report on UNICEF emergency services: mission and strategies (E/ICEF/1996/4) presented to the Board at its first regular session of 1996;

2. Requests the secretariat to present a conceptual framework, including guiding principles and methodologies, for UNICEF emergency interventions (two pages) to be presented to the Board at its annual session of 1996;

3. Requests further the secretariat to formulate operational papers (two pages) on a number of issues, as listed in the annex to the present decision, to be presented for information, when completed, to relevant sessions of the Board during the period from 1996 to 1997;

4. Urges UNICEF, in close cooperation with the United Nations Department of Humanitarian Affairs (DHA) and other relevant agencies and organizations of the United Nations system, to facilitate the implementation of Economic and Social Council decision 1995/56, inter alia, through coordinated reporting to the 1996 substantive session of the Economic and Social Council.

Annex

SUBJECTS OF OPERATIONAL PAPERS TO BE PREPARED DURING 1996-1997

As a complement to the indicative list presented with Economic and Social Council decision 1995/56: Strengthening of the Coordination of the Emergency Humanitarian Assistance of the United Nations, adopted by the Council at its substantive session of 1995, the following operational papers will be considered:

1. Rapid response capacity;

2. Capacity-building;

3. Coordination:

   (a) Coordination at field level;

   (b) Inter-agency coordination and DHA;

4. Niche and comparative advantage;

5. Prevention and preparedness (including conflict prevention);

6. Protection of children in conflict situations;

7. Processes:

   (a) How is an emergency defined?;

   (b) When is an emergency declared?;

   (c) Post-crisis recovery and development;

   (d) How are funds reprogrammed/allocated?;

8. Balance between long-term development and emergency assistance.

First regular session
24 January 1996

1996/3. Follow-up to the Fourth World Conference on Women

The Executive Board

1. Reaffirms that UNICEF follow-up to the Fourth World Conference on Women should be based on policies in, inter alia, gender equality and the empowerment of women and girls (E/ICEF/1994/L.5 and Add.1), policy review papers on basic education (E/ICEF/1995/16) and the health strategy for UNICEF (E/ICEF/1995/11/Rev.1), UNICEF follow-up to the International Conference on Population and Development (E/ICEF/1995/12/Rev.1), and UNICEF policy on family planning (E/ICEF/1993/5), safe motherhood (E/ICEF/1990/L.13) and prevention of HIV/AIDS (E/ICEF/1992/L.11);

2. Endorses the framework for follow-up to the Fourth World Conference on Women as presented in document E/ICEF/1996/3, and taking into account the comments made by Board members and the explanations provided by the secretariat, emphasizing priorities in advocacy and programming to girls' education, health of the girl child, adolescent girls and women, and children's and women's rights;

3. Encourages UNICEF to strengthen its partnerships, coordination and collaboration with all agencies and entities of the United Nations system, each according to its mandate and to its own comparative advantage, and non-governmental organizations which are actively involved in the implementation of the Platform for Action of the Conference;

4. Requests the Executive Director to report to the Executive Board in 1997 on the process undertaken to integrate the Beijing Platform for Action in UNICEF country programmes, taking into account the United Nations commitment to an integrated follow-up of United Nations conferences.

First regular session
25 January 1996

1996/4. Reports to the Executive Board

The Executive Board

Takes note of the following reports:

(a) "Follow-up to the decisions taken by the Economic and Social Council at its substantive session of 1995" (E/ICEF/1996/6);

(b) "The fiftieth anniversary of UNICEF" (E/ICEF/1996/5);

(c) "Progress report on the audit of the Kenya country office" (E/ICEF/1996/AB/L.1).

First regular session
25 January 1996

1996/5. Documentation

The Executive Board

1. Takes into account the recent decision 96/06 of the Executive Board of the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA);

2. Recalls the importance of strict observance of the resolutions and rules establishing language arrangements for the different bodies and organs of the United Nations, in particular General Assembly resolution 50/11;

3. Requests the Executive Director of UNICEF to collaborate closely with the working group on document distribution issues, to be established by and together with the Administrator of UNDP and the Executive Director of UNFPA, with the participation of the departments concerned and in association with representatives of the linguistic groups;

4. Requests the Executive Director to submit a report to the Executive Board at its annual session in 1996 on the status of this issue and to propose concrete solutions.

First regular session
25 January 1996

1996/6. Documents for future Executive Board sessions

The Executive Board

1. Decides to discontinue the following documents:

(a) "Reduction of outstanding balances through savings or cancellations and funds to cover overexpenditures on approved projects";

(b) "Report on the use of general resources for projects approved for supplementary funding";

(c) "Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds";

2. Decides further to defer consideration of the following reports to the third regular session of 1996:

(a) A report on implementation of the health strategy for UNICEF (decision 1995/28);

(b) All issues relating to the follow-up exercise to the management review of the Greeting Card and related Operations, including those identified in decisions 1995/20 and 1995/25.

First regular session
25 January 1996

Second regular session

1996/7. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in documents E/ICEF/1996/P/L.43, E/ICEF/1996/P/L.43/Corr.1, E/ICEF/1996/P/L.43/Add.1 and E/ICEF/1996/P/L.43/Add.1/Corr.1:

(a) $841,000 for general resources funding and $490,000 for supplementary funding for programme cooperation in Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Zambia	1996	841 000		P/L.44
Eastern and Southern Africa Regional Office	1996-1998		490 000	P/L.45

(b) $18,479,000 for general resources funding and $92,301,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Honduras	1996-2000	4 850 000	10 701 000	P/L.46
Mexico	1996-2001	6 280 000	40 400 000	P/L.47
Nicaragua	1996	119 000		P/L.48
Peru	1996-2000	5 380 000	40 000 000	P/L.49
Venezuela	1996-1997	1 850 000	1 200 000	P/L.50

(c) $117,470,000 for general resources funding and $234,138,000 for supplementary funding for programme cooperation in Asia, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Cambodia	1996-2000	11 550 000	61 700 000	P/L.51
India	1996-1997	71 600 000	137 400 000	P/L.52
Pakistan	1996-1998	34 320 000	35 038 000	P/L.53

(d) $16,900,000 for general resources funding and $54,150,000 for supplementary funding for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Albania	1996-2000	4 850 000	10 000 000	P/L.54
Bosnia and Herzegovina and area office	1996-1998	5 025 000	16 650 000	P/L.55
Croatia	1996-1998		8 400 000	P/L.56
Georgia	1996-2000	4 850 000	6 650 000	P/L.57
The former Yugoslav Republic of Macedonia	1996-1998	2 175 000	4 050 000	P/L.58
Federal Republic of Yugoslavia	1996-1998		8 400 000	P/L.59

(e) $156,000 for general resources for programme cooperation in the Middle East and North Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Lebanon	1996	156 000		P/L.60

Second regular session
9-10 April 1996

1996/8. Annual report to the Economic and Social Council

The Executive Board

Takes note of the "Report of the Executive Director: Annual report to the Economic and Social Council" (E/ICEF/1996/10 (Part II)), and decides to transmit it to the Economic and Social Council, together with the comments made by delegations at the present session.

Second regular session
12 April 1996

1996/9. 1996 UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1996 UNICEF Maurice Pate Award to the Centre régional pour le développement et la santé (Regional Centre for Health and Development) of Benin;

2. Approves an allocation of $25,000 from general resources for that purpose.

Second regular session
12 April 1996

1996/10. Headquarters and regional offices budget for the biennium 1996-1997

The Executive Board

1. Welcomes the progress made towards greater transparency in the UNICEF budget and greater clarity in the budget document and requests the Executive Director to consider how further progress may be made;

2. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1996/AB/L.7);

3. Resolves:

(a) That the headquarters and regional offices budget for the biennium 1996-1997 is approved as follows:

		(In thousands of United States dollars)
Part I	Programme assistance	5 707
Part II	Programme support	165 817
Part III	Management and administration	174 476
	Total expenditures	346 000

(b) That for the biennium 1996-1997, a commitment of $346.0 million for the budget is approved;

(c) That the Executive Director be authorized to administer in the most efficient manner the provisions under each of parts I, II and III. The Executive Director may be authorized, without further authorization of the Executive Board, to transfer, if necessary, into any one of parts I, II and III, an amount not exceeding 5 per cent from these same parts, or to transfer into part I any amounts from parts II or III. The amount in part II may be revised upward or downward in line with the recovery from packing and assembly activities (decision 1996/11). In exceptional circumstances, the Executive Board may be consulted by mail poll;

4. Strongly reaffirms the policy commitment of UNICEF to assist sustaining the implementation of the Bamako Initiative in the field and the necessity in this light to preserve, at all appropriate levels in the organization, professional assistance, with a requisite technical and managerial capacity to do so;

5. Requests the Executive Director, following the reports of the accountability and structural studies under the management excellence process, to submit a report to the Executive Board on proposals for a revised and rationalized organizational structure of UNICEF, including health sector;

6. Urges the Executive Director to do her utmost to absorb further revisions of the headquarters and regional offices budget during the biennium 1996-1997 within the established limit of $346.0 million and to inform the Executive Board at a very early stage about possible revisions. Revisions to be decided upon should be submitted to the Executive Board after review by the Advisory Committee on Administrative and Budgetary Questions;

7. Notes that the actual percentage decrease in resources allocated to the Latin American and Caribbean Regional Office is not reflected in the 1996-1997 integrated budget and requests the Executive Director to ensure that future budget reports reflect the actual percentage changes in resources allocated to the regional offices;

8. Requests the Executive Director to continue consultations with the Executive Board about the integrated budgeting in UNICEF, in particular in the context of the elaboration of the integrated budget for field offices, and to take the results of these consultations into account when preparing the budget for the 1998-1999 biennium.

Second regular session
12 April 1996

1996/11. Headquarters and regional offices budget for the biennium 1996-1997

The Executive Board

Resolves that, for the biennium 1996-1997, the recovery from packing and assembly activities is approved as follows:

	(In thousands of United States dollars)
Recovery from packing and assembly activities	18 000

Second regular session
12 April 1996

1996/12. General resources programme budget for the biennium 1996-1997

The Executive Board

Resolves that, in view of the integrated budget proposed for headquarters and regional offices, a budget of $29,540,000 from general resources is approved for allocation to field offices as follows:

	(In thousands of United States dollars)
Emergency Programme Fund	25 000
Special Adjustment Facility for Latin America and the Caribbean	3 540
Higher-income countries	1 000
Total	29 540

Second regular session
12 April 1996

1996/13. Supplementary-funded programme budget for the biennium 1996-1997

The Executive Board

Resolves:

(a) That the following amounts be raised from supplementary funds for the biennium 1996-1997:

(In thousands of United States dollars)

	Headquarters	Region	Field	Total
Regional offices	NA	12 000	NA	12 000
Special Adjustment Facility for Latin America and the Caribbean	NA	NA	7 000	7 000
Subtotal	NA	12 000	7 000	19 000
Programme Funds for the 1990s Goals				
Health	5 200	NA	36 800	42 000
Nutrition	800	NA	4 200	5 000
Water supply and sanitation	300	NA	1 700	2 000
Education	500	NA	4 500	5 000
Intersectoral	1 500	NA	7 200	8 700
Subtotal	8 300	NA	54 400	62 700
Total	8 300	12 000	61 400	81 700

(b) That for the biennium 1996-1997, a total recommendation of $81.7 million for supplementary funding is approved; if necessary, funds in excess of indicated amounts for specific programme areas and regions can be received provided that the total amount of funds received is within the approved limit.

Second regular session
12 April 1996

1996/14. Additional allocation for the administrative and programme support budget for field offices

The Executive Board

Resolves:

(a) That an additional allocation of $715,900 is approved for additional offices in the region of Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States for the 1996-1997 biennium;

(b) That the secretariat is authorized to establish three liaison offices in Minsk (Belarus), in Moscow (Russian Federation) and in Kiev (Ukraine);

(c) That the additional allocation of $715,900 can be added to the approved 1996-1997 budget of $174.8 million for field offices (E/ICEF/1995/9/Rev.1, decision 1995/31).

Second regular session
12 April 1996

1996/15. UNICEF communication and information programme

The Executive Board

1. Takes note of paragraph 11 of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1996/AB/L.7);

2. Reaffirms the importance of public information and advocacy measures to promote increased awareness and better understanding of the activities of UNICEF;

3. Requests the Executive Director in this context to take into consideration the accessibility and the linguistic balances in the development of the electronic dissemination of information;

4. Encourages the Executive Director to present an information and publication policy, in the context of the mandate of UNICEF and the results of the Communications Project Team of the Management Excellence Programme, and in consultation with interested delegations, so that account will be taken of the need to prioritize its publications, with special attention to the risk of duplication with other publications of the United Nations and the financial and human constraints of the Fund;

5. Requests the Executive Director to submit to the Executive Board prior to examination of the biennial budget estimates for 1998-1999, the policy document referred to in paragraph 4 above;

6. Further requests the Executive Director to present in the document of the biennial budget estimates for 1998-1999 the detailed costs of publications and of their distribution.

Second regular session
12 April 1996

1996/16. Harmonization of budget presentations

The Executive Board

1. Takes note of the oral progress report provided by the secretariat on budget harmonization;

2. Takes into account the time constraints involved in the submission of the initial proposals for action to the Executive Board through the Advisory Committee on Administrative and Budgetary Questions scheduled for the third regular session of 1996 in accordance with decision 1995/37 (E/ICEF/1995/9/Rev.1);

3. Requests the Executive Director to submit the initial proposals on harmonization for action by the Executive Board at its first regular session in January 1997, through the Advisory Committee;

4. Further requests the Executive Director to present an oral progress report, with working papers, to the Executive Board at the third regular session in September 1996. The report will include a comparison of budget presentations and of definitions of terms used by UNICEF, the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), as well as an indication of steps that are needed for further harmonization;

5. Further requests that a joint progress report of the secretariats to the Economic and Social Council at its 1996 substantive session would include the progress made by the three agencies towards harmonization, taking into account the debates of the Executive Boards of UNDP/UNFPA and UNICEF during their second regular sessions of 1996.

Second regular session
12 April 1996

1996/17. Extension of cooperation with Rotary International for polio eradication and extension of the Vaccine Independence Initiative

The Executive Board

1. Approves a five-year extension of the programme of cooperation with the PolioPlus programme of Rotary International for the period 1996 to 2000, as described in document E/ICEF/1996/P/L.62, in accordance with the original Board document (E/ICEF/1990/P/L.35), and an increase of $60 million in the supplementary funding programme amount, subject to the availability of specific-purpose contributions from Rotary International;

2. Also approves a five-year extension of the Vaccine Independence Initiative for the period 1996 to 2000, as described in document E/ICEF/1996/P/L.62, and an amount of $10 million in supplementary funding, as described in the "round-up" paper (E/ICEF/1996/P/L.43/Corr.1). This extension is in accordance with the terms of the original Board document (E/ICEF/1991/P/L.41), without any changes, so that it may continue to offer countries the possibility of procuring vaccines with their own currencies to meet global disease control goals.

Second regular session
12 April 1996

1996/18. Commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund

The Executive Board

1. Recommends to the General Assembly that it allocate a plenary meeting during its fifty-first session (1996) to the commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund;

2. Requests the Executive Director to make all the necessary preparations for this commemoration on the understanding that there are no financial implications.

Second regular session
12 April 1996

1996/19. Election of Executive Board representatives to the UNICEF/World Health Organization Joint Committee On Health Policy

The Executive Board

Decides to elect to the UNICEF/World Health Organization Joint Committee on Health Policy for the remainder of the 1995-1996 biennium from the Asian group of States: Dr. Suyono Yahya, as member, and Dr. Nyoman Kumara Rai, as alternate, both from Indonesia.

Second regular session
12 April 1996

1996/20. Dates of Executive Board sessions

The Executive Board

1. Decides to change the dates of the 1996 annual session from 3-7 June to 17-21 June in view of the scheduling of the Second United Nations Conference on Human Settlements (Habitat II);

2. Also decides to approve the following dates for its 1997 sessions: first regular session, 20-24 January; second regular session, 17-21 March; annual session, 2-6 June; and third regular session, 8-12 September.

Second regular session
12 April 1996

Annual session

1996/21. Follow-up to the World Summit for Children

The Executive Board

1. Urges all Governments that have not yet completed the national process of review of progress towards implementation of the Declaration and Plan of Action of the World Summit for Children to do so during 1996 and also urges all countries to develop feasible and sustainable strategies and programmes to achieve the nationally adapted goals for children for the year 2000;

2. Requests the Executive Director, in consultation with all concerned parties, to extend full support to the Secretary-General in his reporting of progress made on the Declaration and Plan of Action of the World Summit for Children to the General Assembly on 30 September 1996, and to encourage all partners to make every effort to use the lessons learned from the mid-decade review to develop strategies and actions to achieve the goals for the year 2000.

Annual session
17 June 1996

1996/22. Greeting Card and related Operations work plan and proposed budget for 1996

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1996 season

The Executive Board

1. Approves for the fiscal year 1 May 1996 to 30 April 1997 budgeted expenditures of $99.8 million as detailed below and summarized in column II of annex I to document E/ICEF/1996/AB/L.11:

	(In millions of United States dollars)
Director's Office	0.8
Product Line and Marketing	59.6
Private Sector Fund-raising	10.5
Operations and Finance	14.4
Subtotal	85.3
Non-operating expenses:	
Market Development Programme	4.0
Fund-raising Development Programme	7.8
Exhibits	0.2
Office move related costs	0.7
GCO share in UNICEF administration costs	0.3
Central and Eastern European National Committees Development Programme	1.5
Subtotal	14.5
Total expenditures, consolidated a/	99.8

a/ For details, see table 1A of document E/ICEF/1996/AB/L.11.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of annex I to document E/ICEF/1996/AB/L.11 and to increase the expenditures up to the level indicated in column III of annex I to the same document, should the apparent net proceeds from product sales and/or private sector fund-raising increase to the levels indicated in column III of annex I, and, accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of GCO;

(d) To personally approve actual expenditure of the travel and per diem costs of National Committee participants at the annual Greeting Card Workshops and related meetings.

B. Budgeted income for the 1996 season

The Executive Board

Notes that for the fiscal year 1 May 1996 to 30 April 1997, GCO net proceeds are budgeted at $274.4 million as shown in column II of annex I to document E/ICEF/1996/AB/L.11.

C. Policy issues

The Executive Board

1. Approves the changes in posts with a net increase of 8 posts as indicated in table 2 of document E/ICEF/1996/AB/L.11;

2. Renews the Fund-raising Development Programme with $7.8 million established for 1996;

3. Renews the Market Development Programme with $4.0 million established for 1996;

4. Renews the Central and Eastern European National Committees Development Programme, which includes 10 countries, with a budget of $1.5 million established for 1996;

5. Approves the change of the GCO fiscal year from 1 May-30 April to 1 January-31 December;

6. Authorizes the Executive Director to incur expenditures in the 1996 fiscal year related to cost of goods delivered (production/purchase of raw materials, cards and other products) for the 1997 fiscal year up to $45 million as indicated in the GCO medium-term plan (see table 13 of document E/ICEF/1996/AB/L.11).

7. Encourages GCO to work together with National Committees to ensure that a far larger proportion of funds raised by them are channelled to UNICEF general resources.

Annual session
19 June 1996

1996/23. Report of the UNESCO/UNICEF Joint Committee on Education on its fifth meeting

The Executive Board

1. Takes note of the report of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education on its fifth meeting held at UNESCO Headquarters in Paris on 6 and 7 May 1996 (E/ICEF/1996/P/L.63) and the recommendations contained therein.

Annual session
20 June 1996

1996/24. Report of the UNICEF/WHO Joint Committee on Health Policy on its special session

The Executive Board

1. Takes note of the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy on its special session held at WHO Headquarters in Geneva on 15 and 16 May 1996 (E/ICEF/1996/P/L.64) and the recommendations contained therein.

Annual session
20 June 1996

1996/25. Working group on documentation

The Executive Board

Takes note of the interim report of the working group on documentation and the comments made thereon by the Executive Board at its 1996 annual session and encourages the working group on documentation to finalize its work and present a report, including recommendations, to the Executive Board at its third regular session of 1996.

Annual session
20 June 1996

1996/26. Medium-term plan for the period 1996-1999

The Executive Board

1. Takes note of the medium-term plan (E/ICEF/1996/AB/L.10), which constitutes a flexible framework for supporting UNICEF programmes, as well as the comments made by the delegations during the discussions on the report of the Executive Director;

2. Emphasizes the importance of the link between the implementation of the medium-term plan and the ongoing process and the expected outcomes of the Management Excellence Programme;

3. Underlines the necessity to engage in a debate on the overall funding and the allocation of financial resources, including the allocation for administrative and programme support costs;

4. Encourages, in this context, the Executive Director to ensure that, during the financial medium-term plan, the level of management and administrative costs does not exceed the current level in nominal terms;

5. Approves with this last provision the financial medium-term plan as a framework of projections for 1996-1999 (summarized in table 3 of document E/ICEF/1996/AB/L.10), including the preparation of up to $332 million in programme expenditures from general resources to be submitted to the Executive Board in 1997 (shown in table 2, item 3, of document E/ICEF/1996/AB/L.10). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

Annual session
20 June 1996

1996/27. Children in need of special protection measures

The Executive Board,

Having considered the review of UNICEF policies and strategies on children in need of special protection measures (E/ICEF/1996/14),

Recalling the tasks of UNICEF as reflected in relevant decisions as well as in the Mission Statement,

1. Endorses the perspective, policies and strategies presented in the document regarding measures to protect children from the risk of exploitation, violence, abuse, abandonment and other forms of special disadvantage, emphasizing that the special protection measures should be implemented within the framework of the rights of children;

2. Requests the Executive Director to take the necessary steps to:

(a) Incorporate the policies and strategies in document E/ICEF/1996/14 in all relevant UNICEF programmes through mainstreaming and the further development of preventive and protection programmes for all children, especially targeted towards those in need of special protection measures;

(b) Enhance UNICEF capacities to assist all member States in analysing the situation of children in need of special protection measures and in implementing policies and strategies to that end, where appropriate, in the context of the country programming process;

(c) Monitor UNICEF activities in the implementation of these policies and strategies at the country level through existing processes such as mid-term reviews;

(d) Strengthen UNICEF partnerships with agencies of the United Nations system, non-governmental organizations, all sectors of civil society and others who are active in the issues of children in need of special protection measures;

3. Further requests the Executive Director to report back to the Executive Board at its 1997 annual session on the steps taken within the framework of paragraph 2 above and, simultaneously, to present to the Board a plan and a time-frame for further implementation of these policies and strategies.

Annual session
20 June 1996

1996/28. Conceptual framework for UNICEF emergency interventions

The Executive Board

1. Takes note of the conceptual framework for UNICEF emergency interventions (E/ICEF/1996/16) as well as the comments made by delegations during the consideration of the document;

2. Requests the secretariat to finalize all the operational papers identified in decision 1996/2 (E/ICEF/1996/12 (Part I)) and present these papers to the Executive Board at its first regular session in 1997 in a consolidated form, reflecting a clear conceptual framework together with its operational implications.

Annual session
20 June 1996

Third regular session

1996/29. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1996/P/L.43/Add.2:

(a) $198,900,000 for general resources funding and $333,344,000 for supplementary funding for programme cooperation in Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Angola	1997-1998	5 500 000	30 000 000	P/L.65
Central African Republic	1997-2001	5 000 000	5 114 000	P/L.9/Add.1
Comoros	1997-2001	3 750 000	2 400 000	P/L.1/Add.1
Congo	1997-1998	2 000 000	1 200 000	P/L.67
Côte d'Ivoire	1997-2001	10 250 000	10 000 000	P/L.10/Add.1
Gabon	1997-2001	3 750 000	3 750 000	P/L.11/Add.1
Gambia	1997-1998	1 500 000	2 460 000	P/L.68
Guinea	1997-2001	7 400 000	8 036 000	P/L.12/Add.1
Lesotho	1997-2001	5 000 000	14 600 000	P/L.2/Add.1
Liberia	1997-1998	2 000 000	2 500 000	P/L.69
Malawi	1997-2001	14 750 000	33 250 000	P/L.3/Add.1
Namibia	1997-2001	5 000 000	25 000 000	P/L.4/Add.1
Nigeria	1997-2001	67 000 000	15 000 000	P/L.13/Add.1
Sao Tome and Principe	1997-2001	3 750 000	1 770 000	P/L.5/Add.1
Senegal	1997-2001	5 080 000	30 764 000	P/L.14/Add.1
Somalia	1997-1998	5 000 000	35 000 000	P/L.66
South Africa	1997-2001	5 200 000	20 000 000	P/L.6/Add.1
Togo	1997-2001	5 000 000	5 000 000	P/L.15/Add.1
United Republic of Tanzania	1997-2001	31 720 000	40 000 000	P/L.7/Add.1
Zambia	1997-2001	10 250 000	47 500 000	P/L.8/Add.1

(b) $53,750,000 for general resources funding and $145,602,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Argentina	1997-2001	5 000 000	20 000 000	P/L.16/Add.1
Belize	1997-2001	3 750 000	1 800 000	P/L.17/Add.1
Chile	1997-2001	5 000 000	3 000 000	P/L.18/Add.1
Costa Rica	1997-2001	3 750 000	3 750 000	P/L.19/Add.1
Cuba	1997-2001	5 000 000	10 000 000	P/L.20/Add.1
Dominican Republic	1997-2001	5 000 000	5 000 000	P/L.21/Add.1
El Salvador	1997-2001	5 000 000	12 000 000	P/L.22.Add.1
Guatemala	1997-2001	5 000 000	26 252 000	P/L.23/Add.1
Jamaica	1997-2001	3 750 000	10 000 000	P/L.24/Add.1
Nicaragua	1997-2001	5 000 000	18 000 000	P/L.25/Add.1
Panama	1997-2001	3 750 000	6 250 000	P/L.26/Add.1
Uruguay	1997-2001	3 750 000	2 850 000	P/L.27/Add.1
Amazon subregional	1997-2001		20 000 000	P/L.70

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Central America and Panama:				
Water supply/ sanitation	1997-2001		2 500 000	P/L.70
Micronutrients	1997-2001		4 200 000	P/L.70

(c) $43,257,649 for general resources funding and $74,689,000 for supplementary funding for programme cooperation in Asia, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Bhutan	1997-2001	5 000 000	9 100 000	P/L.31/Add.1
Lao People's Democratic Republic	1997	1 040 000	1 523 000	P/L.71
Malaysia	1997-2000	3 000 000	850 000	P/L.28/Add.1
Mongolia	1997-2001	3 750 000	4 500 000	P/L.29/Add.1
Nepal	1997-2001	18 400 000	34 216 000	P/L.32/Add.1
Pacific island countries	1997-2001	7 000 000	14 000 000	P/L.30/Add.1
Sri Lanka	1997-2001	5 000 000	10 500 000	P/L.33/Add.1
	1996	67 649		P/L.33/Add.1

(d) $8,670,000 for general resources funding and $12,600,000 for supplementary funding for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Moldova	1997-2001	3 750 000	5 000 000	P/L.34/Add.1
Turkey	1997-2000	4 920 000	7 600 000	P/L.35/Add.1

(e) $43,010,000 for general resources funding and $61,000,000 for supplementary funding for programme cooperation in the Middle East and North Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1996/
Iraq	1997-1998	2 000 000	10 000 000	P/L.72
Lebanon	1997-2001	5 000 000	12 500 000	P/L.36/Add.1
Morocco	1997-2001	7 360 000	11 000 000	P/L.37/Add.1
Oman	1997-2000	4 000 000		P/L.38/Add.1
Sudan	1997-2001	19 650 000	25 000 000	P/L.39/Add.1
Tunisia	1997-2001	5 000 000	2 500 000	P/L.40/Add.1

Third regular session
16 September 1996

1996/30. International Child Development Centre

The Executive Board,

Having reviewed the report on the "International Child Development Centre: progress report and proposed activities for 1997-1999" (E/ICEF/1996/20),

Authorizes a three-year extension for the Centre for the period 1997-1999, with a total allocation of $10.5 million in supplementary funding, of which 10.5 billion lire (approximately $6.7 million) has been pledged by the Government of Italy, for the Centre's core activities, with the remainder to be sought from other donors for specific activities.

Third regular session
18 September 1996

1996/31. Outline of an implementation plan for the health strategy

The Executive Board

Takes note of the "Outline of an implementation plan for the health strategy" (E/ICEF/1996/19) and the comments made by delegations on the outline.

Third regular session
18 September 1996

1996/32. UNICEF: management excellence process

The Executive Board

1. Affirms General Assembly resolution 50/120 of 20 December 1995 on the triennial policy review of operational activities for development of the United Nations system and Economic and Social Council decision 1996/42 of 26 July 1996 on the programme on the implementation of General Assembly resolution 50/120;

2. Takes note of the progress report of the Executive Director on the management excellence process (E/ICEF/1996/AB/L.13);

3. Notes with appreciation the extensive and innovative process of consultation with the Executive Board and other partners undertaken by the secretariat since the launching of the Management Excellence Programme (MEP);

4. Endorses the incremental approach adopted by the secretariat to implement the MEP and welcomes the tangible results achieved so far, as documented in the various progress reports provided to date by the secretariat to the Executive Board;

5. Requests the secretariat to present to the Executive Board at its second regular session and at its annual session in 1997 an oral report, accompanied by a conference room paper, which contains a set of organigrams reflecting the current status of the organizational changes to date, as well as the lines of communication and responsibility for UNICEF as a whole, and

individually at the headquarters, regional, and country levels. This conference room paper should include:

(a) Budget implications as applicable;

(b) Human resources implications (including recruitment, training and staff redeployment);

(c) Efficiency gains as applicable, including the functions of backstopping and supervision;

(d) Effectiveness gains with respect to national capacity-building, coordination and harmonization of United Nations operational activities at the country level;

(e) Experiences of the regional bodies of other United Nations agencies, funds and programmes;

6. Recognizes that this conference room paper will continue to be refined as the implementation of the MEP progresses, and that it will be updated in future MEP progress reports;

7. Reaffirms that the country programme is the primary strength of UNICEF and that a fundamental objective of the MEP is to ultimately reinforce country office capacity to effectively and efficiently manage and deliver country programmes and to make country offices clearly accountable for their role in producing results at the country level;

8. Agrees that management teams led by country representatives, regional management teams led by regional directors, and the Global Management Team led by the Executive Director constitute an appropriate UNICEF governance system for integrating the work of the secretariat, determining management priorities, providing oversight, and monitoring and evaluating the performance of UNICEF offices;

9. Stresses that the national Governments have the fundamental responsibility for the preparation of country programmes and for coordinating external assistance in accordance with their strategies and national priorities;

10. Requests the secretariat to bring for discussion at the 1997 third regular session of the Executive Board, a progress report on oversight that will include, among others, an update on the development of a framework of roles, responsibilities and accountabilities for UNICEF, detailed information about the activities of the Office of Internal Audit and a comprehensive report on the strategic planning, monitoring and evaluation functions;

11. Welcomes the intention of the secretariat to move forward to develop systems for finance, supply functions, improved information technology and management information resources, including the Programme Manager System (PROMS), which will provide the initial format for quality assurance;

12. Requests the secretariat to continue regular consultations with the Executive Board on progress made on the implementation of the MEP.

Third regular session
19 September 1996

1996/33. National Committees for UNICEF

The Executive Board,

Having reviewed the progress report on the management excellence process (E/ICEF/1996/AB/L.13),

1. Endorses the future roles of National Committees for UNICEF and the UNICEF-wide integrated strategy to manage this relationship in partnership with them, including the required structure and accountabilities;

2. Encourages UNICEF to give full consideration to various ways in which it can best work with the civil society in each country;

3. Notes that the establishment of a new National Committee in a country where there is a UNICEF office and a country programme approved by the Executive Board will depend on the mutual agreement between UNICEF, the respective national Government, as well as the potential organizers of the National Committee;

4. Requests the Executive Director to present an oral report on the implementation of this policy at the annual session of the Board in 1998.

Third regular session
19 September 1996

1996/34. Allocation of general resources

The Executive Board

1. Takes note of the discussion paper on and the proposals for the allocation of general resources as contained in document E/ICEF/1996/CRP.30, and commends the secretariat for the useful work done up to now on the revision of the current general resources allocation system;

2. Reaffirms the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations Development System, in line with relevant resolutions of the General Assembly;

3. Reaffirms that the modified allocation system should:

(a) Continue to be based on the three existing core criteria (child population, the under-five mortality rate and per capita gross national product);

(b) Reflect the need to give higher priority to the low-income countries, in particular the least developed countries, in line with relevant decisions of the General Assembly and the Executive Board;

(c) Be sufficiently flexible so as to accommodate evolving needs of children in recipient countries and in countries in special circumstances;

(d) Apply only to the general resources of UNICEF;

(e) Be transparent, simple and consistent;

4. Stresses the need for a substantial increase in general resources for UNICEF;

5. Requests the Executive Director to further develop the proposal taking into account the above guidelines and in close consultation with the Board;

6. Further requests the Executive Director to submit a revised proposal as soon as possible, but no later than the annual session of 1997;

7. Decides that meanwhile general resources shall continue to be allocated on the basis of the current system.

Third regular session
19 September 1996

1996/35. Documentation

The Executive Board

1. Recalls the importance of strict observance of the resolutions and rules establishing language arrangements for the different bodies and organs of the United Nations, in particular General Assembly resolutions 50/11 and 50/206;

2. Decides to establish page limits for documents to be submitted to the Executive Board, as contained in the annex to the present decision;

3. Requests the Executive Director to continue to uphold and seek to improve the quality of the reports submitted to the Executive Board, making them more action-oriented and concise, and to enforce, where appropriate, the page limits set out in the annex to the present decision;

4. Decides that statistical annexes, tables and case studies shall, to the extent possible, be presented in addenda to the main document;

5. Also decides that any report exceeding the number of pages set out in the annex to the present decision shall be considered only on an exceptional basis and if duly justified to the Executive Board;

6. Requests the Executive Director to comply with the six-week rule established by the General Assembly and most recently reaffirmed in its resolution 50/206 by undertaking all possible efforts to ensure that documents are submitted to the United Nations Office of Conference and Support Services 10 weeks before the start of a session, and to coordinate closely with the Office of Conference and Support Services in all matters pertaining to the submission and issuance of documentation, including the electronic distribution of Board documentation;

7. Decides, on a temporary basis, that in cases where a report has not yet been issued in all languages six weeks before the start of a session, the secretariat may at that time distribute the document to the members of the Executive Board in the language of submission, including by electronic means where possible, and that such documentation shall also be made available to observers at the same time;

8. Requests the Executive Director to examine whether current staffing levels in the secretariat are adequate to satisfy the provisions approved in the present decision with respect to quality, length and timely distribution of documentation;

9. Calls upon all members of the Executive Board to exercise restraint in requesting reports and policy papers and to consider greater use of oral reports;

10. Reaffirms the principle of the simultaneous distribution of all conference room papers in the three working languages of the Executive Board before the start of or during a session.

Annex

PAGE LIMITS FOR REPORTS SUBMITTED TO THE EXECUTIVE BOARD

UNICEF

1. Policy papers shall not exceed 15 pages;

2. The budget, medium-term plan, UNICEF financial reports and statements, and the reports concerning Greeting Card and related Operations shall not, by their nature, be subject to the 15-page limit, but shall, none the less, be as concise as possible, having due regard to the need to present statistical annexes and data in addenda to the main document, in line with paragraph 4 of the present decision;

3. Country notes shall not exceed the range of 3-4 pages;

4. Country programme recommendations (CPRs) shall not exceed the following ranges:

(a) CPRs with annual planning levels above $1 million: 15 pages;

(b) CPRs with annual planning levels of $1 million or less: 6-10 pages;

(c) Short-duration ("bridging"): 4-8 pages;

(d) Additional general resources: 3-5 pages;

(e) "Stand-alone" supplementary funding: 3-4 pages.

Third regular session
19 September 1996

1996/36. Programme of work for 1997

The Executive Board

Decides to adopt the following programme of work for 1997 Executive Board sessions:

Programming and Sectoral Segment

First regular session (20-24 January) (5-day session)	(1)	Country notes (24) (Africa - 8; Americas and the Caribbean - 4; Asia - 3; Middle East and North Africa - 9)
	(2)	Implementation of the health strategy for UNICEF (decision 1996/6)
	(3)	Operational papers on selected issues relating to emergency interventions (decision 1996/28)

(4) Follow-up to relevant decisions taken by the Economic and Social Council (decision 1995/38)

(5) (a) Initial proposals on the harmonization of budget presentations, including the report of the Advisory Committee on Administrative and Budgetary Questions (decision 1996/16)

(b) Proposal on the presentation of integrated budgets, including the report of the Advisory Committee on Administrative and Budgetary Questions

(6) Follow-up to the audit of the Kenya country office: final report

(7) Management Excellence Programme report

(8) Revised budget for 1996-1997, including the report of the Advisory Committee on Administrative and Budgetary Questions

(9) Report on the outcome of consultations on Executive Board/secretariat relations

(10) Membership of UNFPA in the UNICEF/WHO Joint Committee on Health Policy

(11) Financial matters: 2/

(a) UNICEF financial report and statements for the biennium ended 31 December 1995

(b) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions

Economic and Social Council Segment

Second regular session
(18-19 March)
(2-day session)

(1) Annual report to the Economic and Social Council (decision 1995/5)

(2) Mid-term reviews (MTRs) and major evaluation reports (summaries of MTRs for 21 countries)

(3) 1997 UNICEF Maurice Pate Award

(4) Management Excellence Programme: oral report (decision 1996/32)

Policy, Strategy and Coordination Segment

Annual session
(2-6 June)
(5-day session)

(1) Report of the Executive Director

(2) Follow-up to the World Summit for Children (decision 1992/5)

2/ Deferred from the third regular session of 1996.

(3) Child survival, protection and development in Africa (decision 1995/18)

(4) Oral report on the United Nations System-wide Special Initiative on Africa

(5) Implementation of UNICEF policies and strategies on children in need of special protection measures (decision 1996/27)

(6) UNICEF information and communication strategy (decision 1996/15)

(7) Reports of UNICEF/WHO Joint Committee on Health Policy and UNESCO/UNICEF Joint Committee on Education sessions

(8) Greeting Card and related Operations: work plan and proposed budget for 1997

(9) Report of Board members field visit (decision 1992/32)

(10) Management Excellence Programme report (decision 1996/32)

(11) Allocation of general resources (or earlier as per decision 1996/34)

Finance and Budget Segment

Third regular session
(9-12 September)
(4-day session)

(1) Country programme recommendations (24)

(2) Integrated budget for 1998-1999, including the report of the Advisory Committee on Administrative and Budgetary Questions

(3) Financial medium-term plan for the period 1997-2000

(4) UNICEF financial reports/statements

(5) Supply operations

(6) Management Excellence Programme report

(7) Programme of work for 1998